

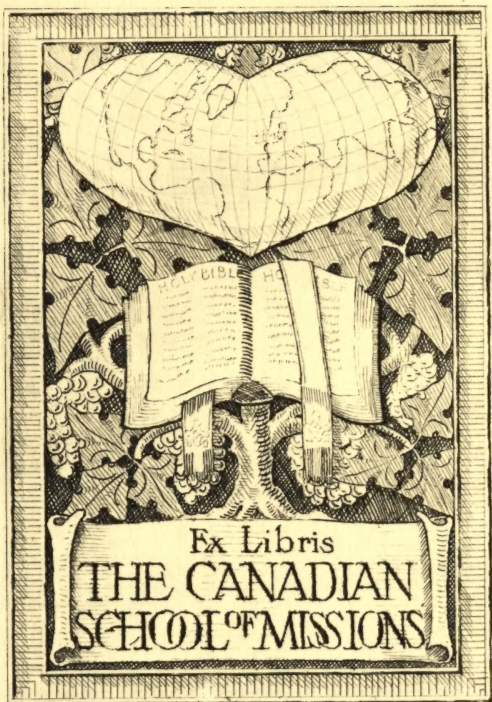
# COMMUNITY WORK

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FRANK H.T. RITCHIE



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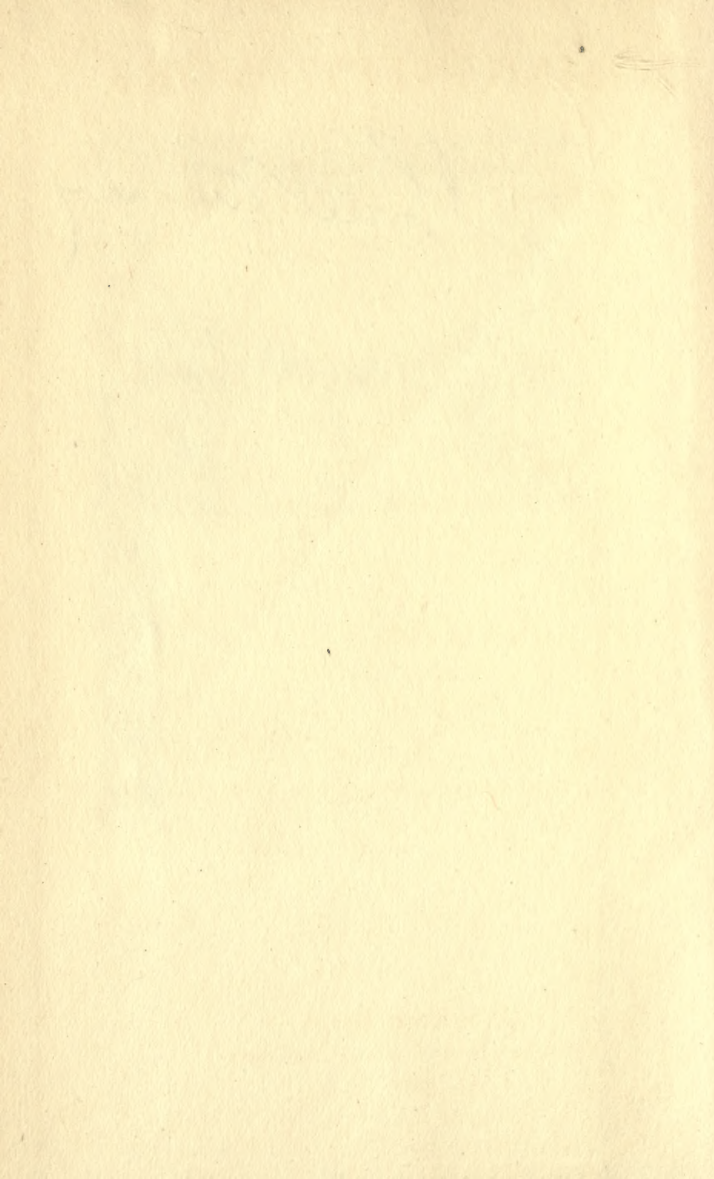


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# COMMUNITY WORK

OF THE

## YOUNG MEN'S CHRISTIAN ASSOCIATION

(REVISED EDITION)

FRANK H. T. RITCHIE

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International Committee of Young Men's  
Christian Associations*

With an Introduction by

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Association Press

124 EAST 28TH STREET, NEW YORK

1917



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## PREFACE

Our rapidly changing and complex civilization has resulted in a multiplicity of organizations. Any progressive religious movement which is striving to meet the needs of boys and young men, and to be a constant and growing factor in the extension of the Kingdom, finds it necessary from time to time to re-define its objectives clearly and to re-state its policy.

The rapid development of Young Men's Christian Association work, along with the experience that has come as a result of the various experimentations in the United States and Canada, has made necessary the publishing of this second edition of the Hand-Book on Community Association Work.

The material contained in the following pages is the result of many conferences and nine years of study and observation of the underlying principles and methods of organization of the Community Young Men's Christian Association work.



## INTRODUCTION

This is a significant book. It reveals one of the largest opportunities for service that has been given the Young Men's Christian Association. This organization, that undertakes so many lines of efficient Christian service, defines in the following pages its program for community work, a form of activity which promises a contribution of very great social value.

Surely no kind of effort contains more social promise than this which puts emphasis upon community cooperation and the conservation of community resources. The movement of the social sciences is toward the larger recognition of the importance of the community life for the individual. We do not live our lives apart from others. This fact is the basis in our day of all serious, sane social thinking. From every point where science attempts to interpret human experience, we are obtaining knowledge that discloses more definitely and more impressively the relation between individual career and community conditions. It is in childhood especially that we find the predominance of community influence, and childhood is the destiny determining period of life.

It is indeed a happy fact that an organization so successful in technique as the Young Men's Christian Association keeps close to modern thought and modern needs, and is therefore well prepared to assume such a constructive and fundamental program of service as community work demands, for the reader of this book

will not fail to realize the skill and social penetration that community leadership requires. The task of such leadership is difficult and exacting, as is to be expected in a ministration where the opportunities for service are so tremendous. As the author clearly states, the success of the community program depends upon a wise use of community resources. No attempt is made to usurp social functions that belong to existing institutions such as the home, the school, or the church. The emphasis is upon social correlation and cooperation, and who doubts that this is the hopeful way toward happier social conditions?

The community program idea looks forward. It has greater contact with the future than the past. The community leader has taken a strategic stand out on the frontier of social service. He belongs to the new era in Christian effort which is now so rapidly replacing the period that from personal experience we have all known so well, when individual welfare disconnected from community needs appeared as the objective. It is now treason against modern knowledge to fail to realize that "to give ideals and spiritual impulse to individuals is good; to do this and also to help direct and spiritualize social forces is better." In this splendid sentiment the author reveals his conviction which permeates the work and insures for it a very great usefulness.

ERNEST R. GROVES.

July, 1917



# I

## HISTORY

From the County Work Department first came the plan by which Association work could be done in rural communities without the necessity of erecting a building. Personality, method, and organization were the big factors. In 1909 an application of this principle, along with an adaptation of the methods, was made in a community of 12,000 population.

For a number of years previous to this experiment it had been a fixed policy of the International Committee, and, so far as can be ascertained, of the State and Provincial Committees, to discourage the organization of Associations in any city where sufficient funds could not be secured to erect a suitable building. The experiment, though somewhat at variance with this policy, was inaugurated by the State Committee in a Southwestern city. This city, which had been without any form of Association organization or work, was thought not to be ready for a building campaign for a few years, but there was a demand on the part of some of the best citizens for an Association program, particularly in behalf of the boys of the community.

A provisional committee, composed of leading business men, with representation on the State Committee, was effected. A Secretary experienced in Boys' Work was secured, funds to cover the budget were raised, and Association work without a building or rooms, except the Secretary's office, was begun.

The Secretary and volunteer workers associated with him found a wide-open door of opportunity for work with boys in cooperation with the Home, the Church, the School, and other agencies of the community. At its inception the experiment was called "Non-equipment Work," because of the absence of any Association building. Later it was known as "Institution Work." Probably the reason for this was that the Secretary promoted the program of the Association largely through other institutions. Later the term "Community Boys' Work" came into usage. In more recent years the word "Boys" has been omitted and the term "Community Young Men's Christian Association Work" adopted and generally accepted.

The experiment developed a plan of Association work, fruitful in results, on an expenditure of money which most cities of 5,000 population and over find it possible to provide. The success of the work brought forth further demonstrations and adaptations of the plan. It was soon recognized that the principle on which Community Work was being built was scientifically sound, for it took cognizance of the fundamental agencies in the community and endeavored actually to supplement and not to compete with them. Consequently, the Association existed in the community largely as a correlating and cooperating force, assisting in increasing and extending the efficiency of the Home, the Church, the School, and the Municipality. Its program, because of its religious emphasis, along with its social expression, met with a ready response on the part of clergymen and laymen.

Originally Community Association Work was thought

of as being primarily suited to small unorganized cities, but time demonstrated that it was also applicable to the larger cities, and likely to have a great development there. In 1913 Chicago established the first department for Community Work in a district of a large city, and later organized three others. The demonstration in Chicago has been duplicated in other large cities throughout the country.

To serve the entire city adequately, including those sections not being reached through a building program, many boards of directors are now thinking in terms of branches and departments on the Community basis, in addition to branches with buildings. There also seems to be a tendency in some cities where Community Work is being promoted, to erect an Association Community building. This is due to a lack of adequate available equipment to conduct such activities as will permit the community to give expression to its better self. The building is owned by the Young Men's Christian Association. (See Chapter V, "Types of Community Work," fourth type.)

The recognition that Community Work has received during the past few years does not of necessity suggest that there should be less emphasis on the work of the Young Men's Christian Association in buildings. Experience is demonstrating that each type of work has its definite place in a well-rounded Association program. Associations with buildings are increasingly including Community Work in their city-wide program; on the other hand, it is not uncommon for Associations on the Community Work basis to erect, in connection with their program, standard city buildings and, in

some instances, Community buildings; while in other centers the indications are, on account of local conditions, that the Association without a building of its own may indefinitely prosecute a vigorous Community Work. These more recent developments of Association work are another indication of the tendency of the Association to occupy its field fully, and of the vitality and flexibility of the whole movement.



## II

### THE FIELD

The accompanying table is an analytical study of the unoccupied field in the United States, which is a constant challenge to the Young Men's Christian Association. The map on page 8 visualizes the six hundred and fifty-nine unorganized communities of five thousand population and over.

On other pages Community Work in a large city field is made graphic by showing in solid black the districts organized in Chicago, Denver, and Newark, and in lighter shading the organizable districts. These maps illustrate the policy of these cities and indicate how adequately a city may be served through supplementing the building work by organizing Community Associations in designated sections. These are a few of the cities that have established branch Associations on the Community basis, and have adopted a long term Community policy. Some of these organizations may culminate in buildings, while others will remain on the Community basis.

Who can estimate the tremendous impact for Christian manhood that will be made on the life of the nation, when these fields are fully occupied by the Association operating either with buildings or on the Community basis, and each supplementing the other!

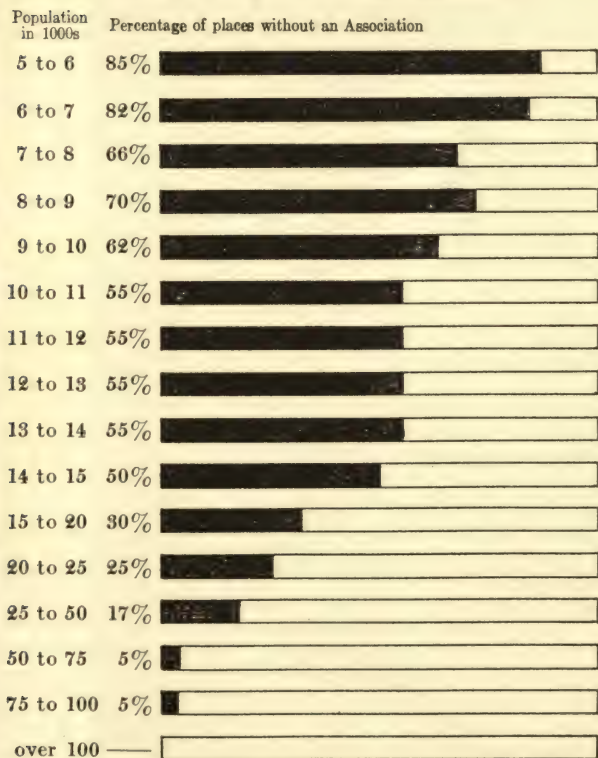
The time has arrived when the Church and the Young Men's Christian Association must not be content with carrying on a defensive warfare against or-


ganized sin, or even with holding their own. If Christ is all that we claim He is, we should sustain an aggressive campaign, which shall make for permanent progress in the direction of a realization of the coming of the Kingdom of God in society as well as in the hearts and lives of boys and men.


Population of Fields Census of 1910	Total No. of Centers in U. S.	No. Unorganized Cen- ters	No. Organized Centers Operating on Building or Community basis	Total Pop. of Centers in U. S.	Total Pop. Unorganized Centers	Total Pop. Organized Centers
5,000- 6,000	220	187	33	1,185,445	1,021,184	164,261
6,000- 7,000	135	110	25	872,439	709,171	163,268
7,000- 8,000	99	65	34	735,759	483,858	251,901
8,000- 9,000	96	67	29	812,484	570,427	242,057
9,000- 10,000	79	49	30	745,193	463,771	281,422
10,000- 11,000	56	31	25	585,217	322,609	262,608
11,000- 12,000	53	29	24	607,655	334,262	273,393
12,000- 13,000	40	22	18	503,656	276,725	226,931
13,000- 14,000	31	17	14	417,555	228,482	189,073
14,000- 15,000	34	17	17	494,446	246,683	247,763
15,000- 20,000	95	28	67	1,639,451	484,244	1,155,207
20,000- 25,000	55	14	41	1,253,719	316,718	937,001
25,000- 50,000	121	20	101	4,109,835	604,972	3,504,863
50,000- 75,000	38	2	36	2,321,035	122,405	2,198,630
75,000-100,000	22	1	21	1,916,060	82,331	1,833,729
Over 100,000	50	..	50	20,311,651	.....	20,311,651
Total. ....	1124	659	565	38,511,600	6,267,842	32,243,758

NOTE: Although 565 centers are organized, many of those fields are by no means fully occupied. In addition to overtaking the unorganized centers, we must in many of our large cities supplement the work in buildings with from one to twenty Community Organizations, in order to occupy the field adequately and to meet the needs. To do this, it is estimated that about one thousand Community Secretaries will be needed.

# CHART SHOWING NUMBER OF PLACES OF 5,000 POPULATION AND OVER WITHOUT A YOUNG MEN'S CHRISTIAN ASSOCIATION



 Percentage of number of places without a Young Men's Christian Association.

 Percentage of number of places with a Young Men's Christian Association.

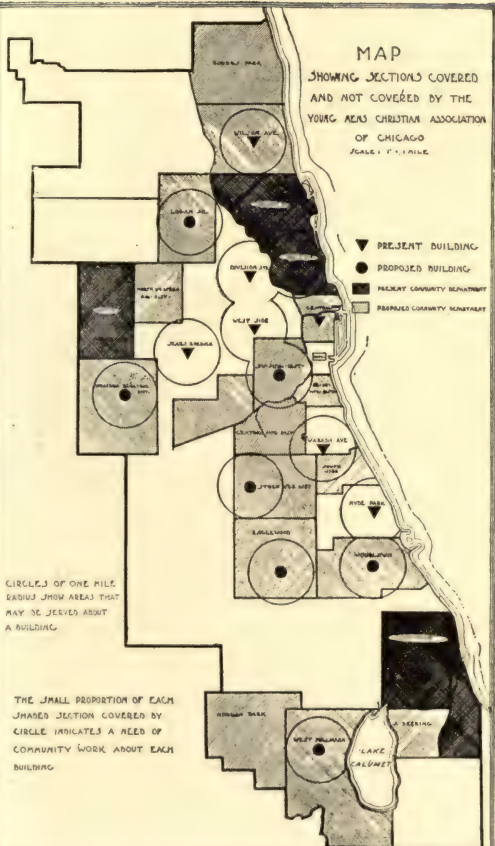


The 659 communities of 5,000 population and over in the United States, without a Young Men's Christian Association, are indicated by the white spots. Thirty-six of these places have been organized as Community Associations with a trained Community Secretary who works without an Association building.



SHOWING SECTIONS COVERED  
AND NOT COVERED BY THE  
YOUNG MEN CHRISTIAN ASSOCIATION  
OF CHICAGO  
SCALE: 1" = 1 MILE

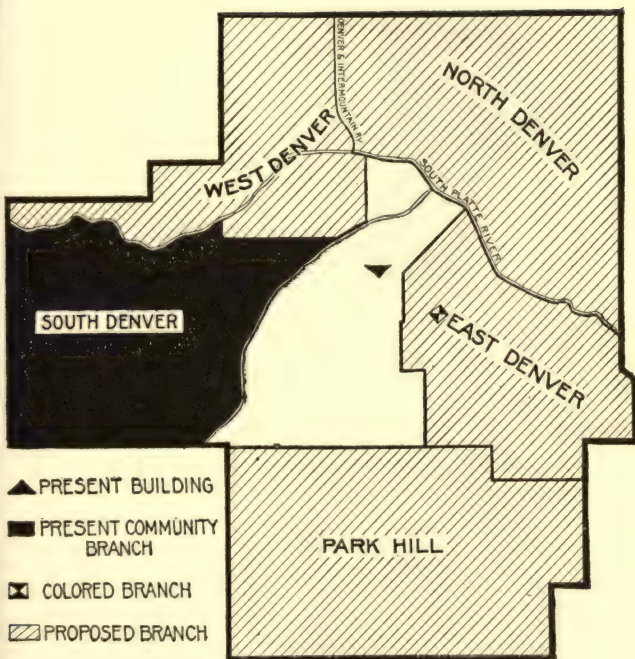
SCALE: 1" = 1 MILE



CIRCLES OF ONE MILE  
RADIUS SHOW AREAS THAT  
MAY BE SERVED ABOUT  
A BUILDING

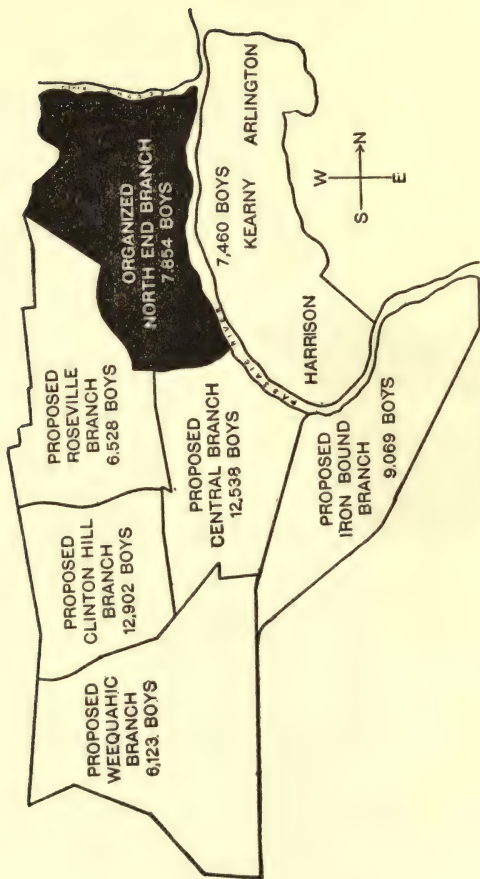
THE SMALL PROPORTION OF EACH  
SHADED SECTION COVERED BY  
CIRCLE INDICATES A NEED OF  
COMMUNITY WORK ABOUT EACH  
BUILDING.





### MAP OF DENVER

Showing sections covered and  
to be covered



NEWARK, N. J.



### III

#### OBJECTIVES

The objectives of Community Young Men's Christian Association Work are dealt with at some length in Chapter IV, on "Underlying Principles" and Chapter X on "The Need of a Balanced Program." Briefly, these objectives are:

*First.* To bring individual boys and men to a personal knowledge of Jesus Christ as their Saviour, to lead them to dedicate their lives to Him, and to train them as His disciples in active service for others.

*Second.* To relate the Association program to the churches of the community and to enlist boys and men in active church membership.

*Third.* To stimulate in the community a program of activities for the welfare and uplifting of boy life in all that stands for the highest manhood.

*Fourth.* To include in this program such practical steps toward eliminating causes of evil as may be in harmony with our objectives, and not to be content merely with alleviating the results of evil.

*Fifth.* To cooperate with other agencies working to Christianize community life.

*Sixth.* To supplement and strengthen the Home, the Church, the School, and the Municipality in their relations to the social, recreational, educational, moral, and spiritual life of the community.

## IV

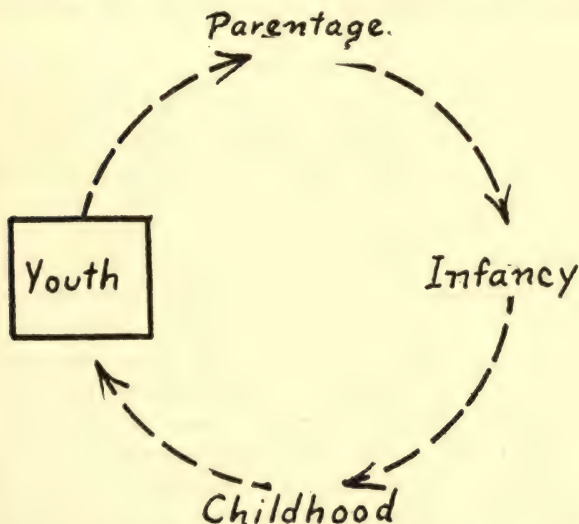
### UNDERLYING PRINCIPLES

The adolescent boy is not an isolated individual, but an inseparable part of the family and society. You cannot in any large way help or harm one without helping or harming the other. The causes which operate to produce unfavorable conditions surrounding human life and its development are many. Environment, parenthood, and childhood are all factors contributing to the boy's physical, intellectual, and spiritual life. When you approach the boy and girl problem you touch the center from which radiate the threads that are woven into the very woof and warp of the social fabric. Therefore, it is good strategy for the Young Men's Christian Association to consider all the elements that make or mar both the boy himself and the family and society of which he is a part.

The danger is that we shall think only in terms of a program of activities, forgetting that many of the tendencies and characteristics which we wish were not the boy's, are traceable to these early factors of environment and parenthood. Consequently, to concentrate on activities to the neglect of a program which deals with causes of deficient character is to fail to take advantage of the available forces which may be sources of power and to harness them to a character-building program.

The tendency of the Association in the past has been largely to take the boy at the adolescent period and provide a place where he might go for inspiration,

training, and wholesome recreation. When we contemplate Community Association Work, we are brought face to face with the tremendous factor of environment in character building, and, without relaxing our efforts in dealing directly with the adolescent boy and his activities, we are discovering that we have become



vitaly concerned over the kind of parents he has, what are his home, his church, and his school, his play life, his mental and physical endowment, and the preparation he is now receiving for the critical stages that are ahead of him.

The Community Young Men's Christian Association recognizes that the boy problem is fundamentally involved in the social, economic, and religious problems of the age, and any program which attempts to lay

siege to the citadel of boyhood must take cognizance of these factors and reckon with them. To give ideals and spiritual impetus to individuals is good; to do this, and also to help direct and spiritualize social forces, is better.

We want, if possible, to improve our chances of helping the boy actively, when he is at the susceptible period of life.

Community Association Work, in other words, is teaching us to look upon the life of the community as a whole. It asks us to become intelligent concerning conditions surrounding child life and the laws governing its development. We are obliged to become students of the social and religious problems of our time. *The touchstone of them all is the life of the child.* Almost, if not every question involved, grows out of the necessity of protecting his birth and development. After all is said and done, the Home, the Church, the School, and the Municipality are the agencies which eventually must meet the needs of the boy life of any community, if they are to be met in a permanent, constructive, and comprehensive way. The recognition of this fact on the part of these agencies is rapidly growing, and is strikingly illustrated in the tendency of the times to make wider use of the school buildings and public parks and vacant lots for play purposes. It does not need a prophet to predict that the day is near when these things will be actualized in an increasing number of communities.

For the Young Men's Christian Association permanently to take over the tasks which properly fall within the province of these institutions, because they





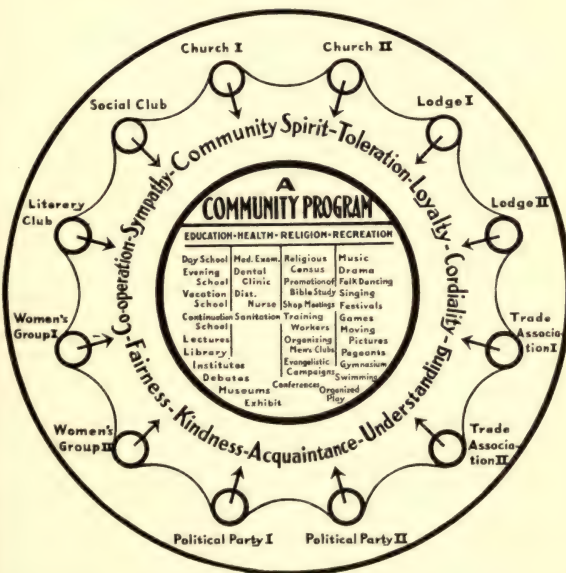
## Groups in an Unsocialized Community Common Ground Unused



**Nobody boosts our Community**

This chart presents the situation in a community where there is no united community action. Each institution works for itself and the general field is quite unoccupied. (Chart furnished by Richard Henry Edwards.)

# Groups in a Socialized Community Common Ground Developed



## Everybody boosts our Community

This chart presents a community whose institutions are united in a great community program. Each institution brings its particular contribution to the general good and a wide field of joint activity results. (Chart furnished by Richard Henry Edwards.)



are not rendering the needed service, is to postpone the day when they will be effective. Substitution, either of responsibility or activity, weakens the institutions which ought to do the work. It is far better to strengthen these organizations, to inspire them to assume their tasks, and to help them to meet the situation.

It is well for us to remember that historically we have homes and schools because of children. The child brought these institutions into being. *They exist for him.* We are enthroning children today, not only in the name of what they are, but in the name of what, by right treatment, they may become and may cause the race to become.

The method used is to establish a local Young Men's Christian Association on the Community basis. The Secretary has a conveniently located office as headquarters. He bends much of his effort in cooperating with the organizations working for the betterment of the community and the uplifting of character, reducing to the minimum duplication and overlapping, and hastening the day when the Home, the Church, the School, and the Municipality will render their maximum service to the community. This calls for leadership which must anticipate the future of the community and organize and stimulate forces which will mold the city physically as well as morally for the sake of the boy. The Community Young Men's Christian Association aims to be primarily a correlating and unifying dynamic religious force, with a social welfare purpose, vitalizing, socializing, and spiritualizing the forces and agencies at work in the interests of boys and young men.

## V

### TYPES OF COMMUNITY ASSOCIATION WORK

With the many forms of Young Men's Christian Association work for men and boys now being conducted outside of Association buildings, it seems desirable that at the outset we avoid confusion and differentiate between Extension Work and Community Work.

Community Work is a form of Association work suited to a field where, for local reasons, a standard city building is not at the present time feasible or desirable. It is very largely a work with and through the existing helpful agencies in the community, such as the Home, the Church, and the School. It co-operates with these and similar agencies by providing, under the general supervision of a Board of Directors or Committee of Management, a trained Association Secretary, whose efforts are directed toward making more efficient the work of these several agencies for boys and young men. Its emphasis is on helping these agencies with their special work, rather than on doing the work directly under its own auspices and in its own name, although it does not exclude the latter. Its secretarial staff is therefore small, one or two men as a rule being sufficient, and its equipment usually consists of a few rooms for office work and committee meetings. To a very large extent the Community Association occupies a distinct and entirely different field in the community from that occupied by a City



or Railroad Association or branch with a standard building. Neither, therefore, in any sense, takes the place of the other. Community Work is not a substitute for work with a standard Association building.

*Extension Work* differs from *Community Work* in that the former is the projection of certain activities of the Association under its own name and auspices, out from the building into centers of its field where particular groups of boys and men can be reached. Community Work, on the other hand, is the Association inspiring and serving the existing agencies of a community in their own work with boys and young men, helping them, each under its own auspices and in its own name, to greater efficiency, and doing no work under Association auspices which can be as well promoted through other existing agencies.

Community Work may be successfully conducted under the following conditions:

*First.* In towns and cities of at least 5,000 population *without* a Young Men's Christian Association building, where there is: (a.) Sufficiently strong evangelical leadership, of men who are vitally interested in the movement and are willing to give it their continued effort and support. It is desirable that the initiative for organization should come from this source. (b.) A generally favorable attitude on the part of the community toward the Association. (c.) The assurance of sufficient financial backing for the salary and the expenses of a Secretary, for two years or more in advance. The principal factor in this form of Association work is the Secretary, who must be a man of unquestioned Christian character, especially trained, and pos-

sessing in a marked degree capacity to work with and through others.

*Second.* In fields where the Association with a standard city building desires to organize Community work in uncovered sections. The Community Association in such instances becomes a branch or department of the central or metropolitan Association, the Community Secretary working without a building, but having an office in the district in which he serves.

*Third.* In cities where there are standard Association buildings, but where it is impractical, on account of a limited population or inadequate financial resources, to divide the city into sections and organize branches or departments on the Community plan, and yet where a real need exists for a program which is comprehensive enough to include the boys and young men regardless of membership. In such a city a Community Secretary and a Secretary for building activities are secured. Each must intelligently and efficiently supplement the other in a program of this character.

*Fourth.* In small cities, or districts of large cities, where there is a need for Association equipment, but where local conditions are such that the standard type of city building does not adequately meet the local requirements. For such centers the Association community building is gradually coming into use. The equipment is owned by the Association and operated for the benefit of the community rather than for a membership.

Boys and young men are enlisted in groups through churches, schools, factories, etc., and in some instances, unattached groups are formed under efficient

leadership, and these use the building at stated times for definite activities. A fee is paid directly into the group treasury, and each group in turn pays for the use of the building. Thus the Association building becomes a Community center, under religious leadership.

*Fifth.* In a city or the district of a large city on the metropolitan basis, where the ultimate aim is an Association building or branch building, and where the community work is conducted to unite the forces of the community and prepare the way for an Association building. The coming of the building should in no way restrict the community program. Each should supplement the other.

## VI

### LEADERSHIP NEEDED

Leadership is such a vital factor in a Community program that it is necessary to emphasize its importance. A comprehensive program can never be realized unless masterful Christian leadership is provided.

The Secretary must be a man of natural leadership, of organizing ability, of attractive and acceptable personal qualities, of maturity and conviction. He must be a man of deep spiritual life, and at the same time be alive to the social, economic, and religious problems of the day and a student of them. He should be a man of previous Association experience, particularly in work with boys, and familiar with the operation of a well-equipped building. It is assumed that he will have had actual experience as a worker in the church and Sunday school. He should be a college graduate or its equivalent. This is most essential, because of the wider applications of the problems of education involved and because, without this broader education, the Secretary's own resources will in time be exhausted and he will be unable to command or make effective the leadership of other men.

For the conducting of activities the greater knowledge and experience he can have of physical training, athletics, meets and play festivals, pageants, and all kinds of special affairs, the better.

This high grade secretarial leadership, however, in no way lessens the responsibility of the layman. To

allow the Secretary to carry the work on his shoulders means a circumscribed and restricted program from the start. The Secretary should not be called because of his capacity to do many things personally, but primarily because of his ability to interest, enlist, and organize others in service. The success of the Community program is dependent upon the Secretary's ability to multiply himself through others, and the committeemen's willingness to assume a definite share of the responsibility.

The greatest temptation which comes to a Community Secretary in his work is the tendency to yield to the pressure which is so often brought to bear upon him by those who are over-zealous for immediate results and who have not thought through the ultimate aim of the Community program. It comes, for instance, in the form of a suggestion to conduct an Association Father and Son Banquet, or an athletic meet, or personally to organize groups of boys who are without leadership. All of these are good, but to yield to the good may be robbing the community of the best, for the good in this instance does not directly strengthen the church and other organizations in their endeavor to meet the needs of the boys and men. The more effective thing for the Secretary to do is to encourage and assist all of the churches in the community to conduct a Father and Son Banquet, to give the Sunday schools and the public schools a vision of their opportunity for character building through athletic meets, play festivals, etc., and to help them to make their vision an actuality. The investment of time in studying conditions and discovering the organizations best



qualified to serve the various groups, and then in assisting these organizations to enlist and train leaders who will in turn assume the responsibility for hundreds of boys and men, is a fundamentally correct policy.

To yield to this temptation is to build the work around an individual and to fail to build the spirit and principles of the Young Men's Christian Association into the very fabric of the institutions of the community, which is the primary mission of the Association.

The Right Reverend Charles H. Brent, Bishop of the Philippine Islands, so admirably portrays the type of leadership needed in Community Work that we make no apology for quoting him at length:

"A Leader is one who goes before, who keeps in advance of the crowd without detaching himself from the crowd, but so influencing them as to attach them to his ideal self. Obviously, and by necessity, he is a social personage who has the power of enabling other people to see what he sees, to feel what he feels, to desire what he desires. He contracts the crowd into the span of his own personality. He converts them into a composite second self. Not only does the Leader contract the crowd into himself, but he expands himself into the crowd until they feel him entering their being at every opening. He seeks out their undeveloped capacity and makes it hunger for self-expression. He becomes to them what motive is to personality."

This is the kind of leadership which will multiply itself in a community until the very community is throbbing with new impulses whose expression in definite action will hasten the coming of the Kingdom.

## VII

### PRELIMINARY STEPS IN ORGANIZING A COMMUNITY YOUNG MEN'S CHRIS- TIAN ASSOCIATION

*First.* Whenever a group of representative men in a city or town desire to establish a Community Young Men's Christian Association, the first step should be to communicate with the State Committee, if there be one, otherwise with the International Committee of Young Men's Christian Associations. In Canada inquiry should be made of the Canadian National Council.

*Second.* There should be selected one key man around whom such a project may rally. This man should be so carefully selected that later he may well become the permanent chairman of the completed organization. In this way there will be a constant focal point to the whole scheme.

*Third.* There should be a small preliminary committee appointed by this key man, this committee to act as an executive to take the necessary preliminary steps. This committee should be composed of from five to fifteen energetic Christian business and professional men, who should first come together in a parlor conference to discuss the project thoroughly with the State or International Secretary and outline the procedure. This group, through the various church representatives in its membership, *should confer with the pastors individually regarding the project and secure their cooperation.*

*Fourth.* The preliminary committee should call a conference to which are invited representative citizens. At this gathering the new project should be thoroughly explained, the plans indorsed, and sanction given to promote the work.

*Fifth.* The nomination and election of the Provisional Committee should result from this conference. Such a provisional committee generally will include the preliminary committee as well as other interested citizens. It should be authorized to carry out the project.

*Sixth.* At this point the Provisional Committee should make a survey of the field, calling in local or outside persons qualified to make a study of social and religious conditions existing in the city. Such a study should reveal the number, kind, and location of constructive and destructive forces in the community, to what extent these forces and agencies are meeting the needs of the youth of the community, or how they are destroying character and injuring public welfare, and in what way the contemplated Community Young Men's Christian Association may supplement existing effort along constructive lines.

*Seventh.* Thorough publicity should be given the project, to prepare the community for a financial campaign, and for this purpose a Publicity Committee should be appointed by the Provisional Committee. *The educational side of the campaign is most important. Neglect of this seriously cripples the larger development of the work.*

*Eighth.* The first definite task of the Provisional Committee will be the conducting of the financial

campaign. Experience has shown that it is generally very unwise to combine financially with any other organizations. The financial constituency should be kept always on an individual basis. Plans for financial campaigns will vary according to different fields, but the universal practice is to hold a campaign before the Secretary is called, so that he may be free from the beginning to give his best thought and time to an intensive study of the field and the program of activities. The budget should be large enough to provide for a thoroughly qualified Secretary, efficiently equipped headquarters, effective advertising, and items for home and foreign extension work. In an ordinary community from \$3,500 to \$5,500 will be needed annually, and it is recommended that this be raised two to three years in advance. This gives sufficient time to demonstrate the program before again approaching the public for funds. The actual time given to soliciting funds should be short—not over three days in a community from 5,000 to 50,000 population and not over five days in a district of a large city. The shrinkage in the subscriptions is generally eight per cent. When the Community Association has been established, future budgets should be raised, covering the needs of the organization for two or three years, as was done in the initial campaign.

We herewith list a working budget:

Suggested budget exclusive of salary for Community Associations in places where the population ranges from 5,000 to 20,000:

Stenographic Service.....	\$250
Rent.....	300
Janitor Service.....	50
Light.....	25
Library.....	35
Stationery and Office Supplies.....	75
Office Equipment.....	75
Postage.....	75
Printing.....	100
Telephone.....	40
Conferences.....	150
Camps.....	100
Special Demonstrations..	125
Subscription to State Committee.....	100
Subscription to International Committee.....	100
Miscellaneous.....	100
	<hr/>
	\$1,700

Suggested budget exclusive of salary for Community Associations in districts of large cities:

Stenographic Service.....	\$600
Rent.....	400
Library.....	25
Stationery and Office Supplies.....	150
Office Equipment.....	75
Postage.....	150
Printing.....	150
Telephone.....	100
Conferences.....	150
Camps.....	50
Subscription to State Committee.....	50
Subscription to International Committee.....	50
Subscription to Local or City Board.....	50
Miscellaneous.....	150
	<hr/>
	\$2,150

In addition to the total in the above budget, allowance should be made for shrinkage and an additional amount for the expenses of the campaign.

NOTE: Short-term Community campaigns have been well worked out and details regarding same can be obtained from State Committees or the International Committee of Young Men's Christian Associations.

*Ninth.* Following the financial campaign, the Provisional Committee should, with the advice of the representatives of the supervisory agency on the field, create a permanent organization and elect a Board of Directors. The finance campaign and other preceding



steps will have revealed the men most to be relied upon. The new Board should be representative of the evangelical churches of the community, and each man should thoroughly understand the basis of membership in the Young Men's Christian Association. (See By-Laws in Appendix.)

*Tenth.* At the first meeting of the Board of Directors constitution and by-laws should be adopted and officers elected. (See Constitution and By-Laws.)

*Eleventh.* The Board of Directors should secure as its executive a competent Community Secretary.

*Twelfth.* An active membership, as a voting body and a service group, should be early cultivated and enlisted by the Community Secretary.

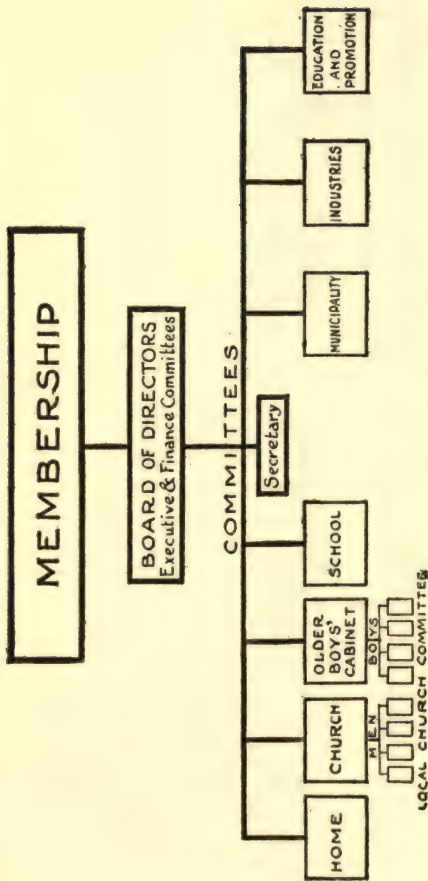
## VIII

### ORGANIZATION VISUALIZED

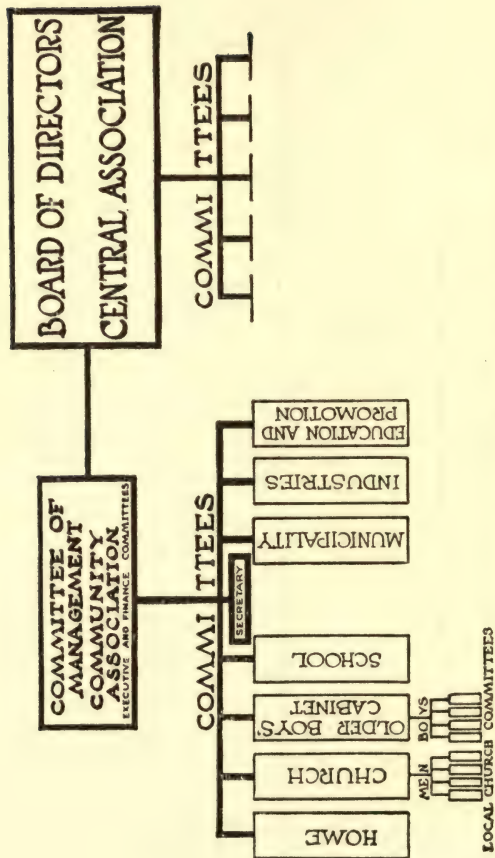
Attention is called especially to the diagrams in connection with this chapter. Careful study should be given to the question of organization, by laymen as well as by the Secretary, if the work is to begin to approximate its ideals. The committees are organized on the basis of cooperation with the constructive agencies. Where Community Work is conducted in conjunction with the building, the form of organization differs somewhat.

The qualifications for committeemen and methods for appointing committees are covered in the by-laws. Special tasks for the special committees are indicated in Chapter IX.

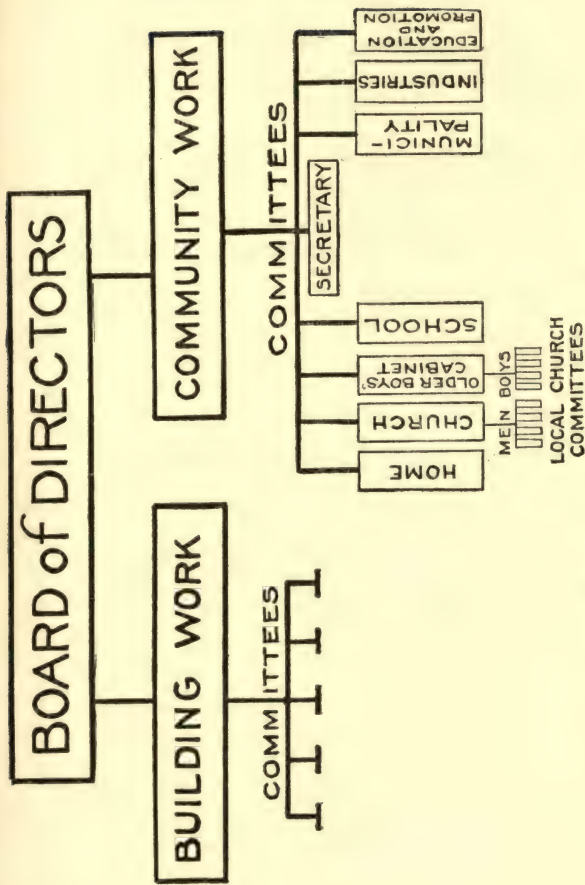
As the Community Young Men's Christian Association has no privileges of its own to offer, and its efforts are largely given to enlisting boys and men in altruistic tasks, it has found it advantageous to have a service membership as indicated on page 97. Only service members who meet the requirements as stated in the constitution are entitled to vote or sit on the Board of Directors. (See Constitution, Article II, Section 2.)



Organization of a Community Young Men's Christian Association Without a Building



Organization of a Community Branch Young Men's Christian Association



**Organization of a Young Men's Christian Association  
Promoting a Building and Community Program**





## Young Men's Christian Association

Mr. \_\_\_\_\_ has been admitted to "SERVICE MEMBERSHIP" in this Association in accordance with his declaration on the reverse side of this ticket. This membership is continuous on the annual renewal of this declaration. A new ticket will be issued January first each year. Tickets are not transferable and must be shown when required. There is no charge for this membership. The deposit made for the ticket and badge is returnable any time on their surrender.

SERVICE MEMBERSHIP \_\_\_\_\_

Secretary

No. \_\_\_\_\_

Dated \_\_\_\_\_

## Young Men's Christian Association

### SERVICE MEMBERSHIP DECLARATION OF PURPOSE

I hereby declare that as a member of the Young Men's Christian Association I will seek by my inward life and outward conduct and through co-operative efforts with others, to make effective in the community the standards of character set forth in the life and teachings of Jesus Christ.

Name \_\_\_\_\_

Address \_\_\_\_\_

Witness \_\_\_\_\_

Reproduction of a Membership Ticket which is used by  
some of the Community Associations

## IX

### SUGGESTIVE PROGRAM OF COMMITTEE SERVICE

The activities listed in this chapter are intended to be suggestive as to some of the many ways in which the various committees may render service. No fixed classification is possible, as many of the activities can just as logically be classified under the School as under the Municipality, or the Home as the Church, etc. If the chapter gives the reader a working basis and directs his thought to concrete things that may be promoted, its mission will be fulfilled. For additional details regarding activities herein suggested, reference may be made to the following books, magazines, and pamphlets:

A complete file of *Association Boys*, 1902-1911.

*American Youth*, 1912 to date.

Secondary Division Leaflets, five in all, published by the International Sunday School Association.

"A Plan of Building and Extension Work Among Employed Boys."

"How Volunteer Leaders Can Help the Industrial Boy."

"Among Industrial Workers."

"Volunteer Social Service by College Men."

"Secondary Schoolboys' Christian Movement Series."

For additional information consult the Bibliography in Chapter XV.

## FINANCES

The Finance Committee should charge itself especially with the following duties:

1. Raising the budget.
2. Establishing a system for financial records.
3. Auditing bills.

4. Collecting subscriptions. It is imperative that this be promptly done, and it is unwise to expect the Secretary to do it. His time and influence should be used in other ways.

## COOPERATION WITH THE HOME

"At the center of community life the world over, among all races of men, there stands the Family. It determines the character of community life. The Hebrew nation developing out of the family of Abraham is a summary of social development. The human family grows out of smaller families. Scattered in lonely regions, in solitary mountain huts and forest cabins; crowded together on Chinese river boats, or in New York tenements; living in the primitive condition of African jungles, or in the high development of an American suburb, all families have in them the possibility of contributing to world life. Those who would Christianize the communities of the world must raise family life to its highest terms."<sup>1</sup>

To this end the Community program endeavors to reinforce the home through a program of service. Here are some of the things which might well be promoted by the Committee on Cooperation with the Home:

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<sup>1</sup> "Christianizing Community Life," Ward—Edwards, p. 18.

1. Home visitation systematically worked out by all churches; cover entire city.

2. Sending Thanksgiving and Christmas dinners to poor families. Entire district organized so that no family will be overlooked, and no duplication will occur. Opportunities here for churches and charity organizations to do real team work.

3. Establishing a home for homeless boys with Christian woman as House Mother. Not more than ten boys in a home is advisable. The family idea is to be constantly kept in the forefront. The Home must not be institutionalized.

4. Promotion of group socials in the homes of the community or district, thus affording an opportunity for some boys to see real home life.

5. Parents' Conferences for consideration of boys' rooms, boys' vacations, etc.

6. Sending the names of the mothers of young children to Children's Bureau at Washington, D. C., for pamphlets on infant care, etc.

7. Encouraging the reading by parents of books on sex education, home training of boys, etc.

8. Remembering the birthdays of the boys with a post card or letter. The Secretary might well have a card index in his office of every teen age boy in the district or community.

9. Encouraging thrift among boys by systematically promoting a program for money saving. Local banks will cooperate in this. See pamphlets published by National W. C. T. U. on School Savings Banks.

## 10. Parents Meetings, e. g.

- (a) Fathers' conferences.
- (b) Mothers' conferences.
- (c) Joint conferences of mothers and fathers.
- (d) Mass meeting of parents followed by series of group conferences.

## 11. Father and Son Banquets.

## 12. Mother and Daughter Banquets.

Sometimes both may be held on the same evening in separate buildings or rooms, groups meeting after banquets are over for social evening. This emphasizes the family aspect.

## 13. Home garden growing contest.

## 14. Chicken raising contest.

## 15. Corn raising contest.

16. Interesting school officials to furnish a class room in the school building as a *typical boys' room*, open to the public for inspection. Series of talks might be given in connection with the plan.

17. Promoting neighborhood entertainments consisting of songs, motion pictures, illustrated talks, games, amateur dramatics, etc. The plan should be to encourage the families of the neighborhood to participate in these social gatherings.

18. Home game tournaments, such as chess, checkers, etc.

## COOPERATION WITH THE CHURCH

The Community Young Men's Christian Association is an expression of the Church in the specialized field of work with boys and men, in that, first, its control is in the hands of members in good standing of evangelical churches; second, that one of its principal aims is



to lead boys and young men into vital active church membership and regular attendance upon church services; third, that it seeks to raise up and train workers and leaders for the churches; fourth, that it aims to develop among its Christian members loyalty to the principles, teaching, and program of their respective communions, and to cherish the spirit of Christian brotherhood with reference to all communions. There is, too, a growing conviction that the leaders of Christian forces to a larger degree than heretofore, must be community-minded men if the Church is to continue to be a dynamic force in spiritualizing the community.

“The effort to Christianize community life requires the operation of Government. All the great social reforms—the abolition of child labor, the reduction of infant mortality, the protection of children from vice, the improvement of education, the abolition of poverty—every one of them involves government action. Efficiency in government is an indispensable tool for social progress. But it must be another kind of efficiency than is commonly admired. It must be efficiency in caring for all the interests of all the people, in giving expression to the common vital desires of the whole community. Such a government is the people doing together in all justice and brotherhood the things they cannot do apart.”<sup>1</sup> The Church may be a great contributing force to this end.

Many things have been accomplished for Community betterment when the Church and the Association

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<sup>1</sup>“Christianizing Community Life,” Ward—Edwards.

have pooled their strength and influence. A few of these are indicated.

*A. Boy:*

1. Cooperation in establishing organized groups and classes in the Sunday school.
2. Bible Teachers' Training Classes for older boys.
3. Series of older boys' religious meetings.
4. Older Boys' Conferences:
  - (a) Local.
  - (b) District.
  - (c) State.
5. Boys' Sunday, when older boys will attend church in a body; pews reserved for them; special sermon.
6. Father and Son Sunday.
7. Song services at hospitals conducted by boys themselves.
8. Older Boys' Watch Night Services, New Year's Eve. These should be well planned and decision making in character.
9. Systematic interviewing of boys regarding their Christian life.
10. Interchurch summer camps:
  - (a) Long term.
  - (b) Week end.
  - (c) Over night.
11. Cooperation in establishing interchurch leagues.
12. Interchurch field meets.
13. Making possible a program of physical work for all churches.
14. Outings and hikes, recreational and educational.

15. Gypsy trips and educational tour for one week or more.

16. Kite flying contests.

17. Pet shows—an opportunity for boys to exhibit their rabbits, dogs, birds, white mice, etc.

18. Art exhibit and contest.

19. Hobby day exhibit.

20. The American Standard Program and the Boy Scout Movement, as well as other movements for boys in churches.

21. Interesting boys in the erection of a scout cabin which makes good headquarters for over-night trips.

22. Bird house contests.

23. Interchurch stags.

24. Interchurch swimming contests.

25. Interchurch older boys' retreat.

26. Promotion of attendance at older boys' conferences.

### *B. Adult:*

1. Promoting men's Bible classes. It might be well to encourage courses dealing with social problems from the Christ viewpoint.

2. Federating men's Bible classes. This federation should be a force for righteousness in the community.

3. A community-wide survey to include—

(a) Religious census.

(b) The constructive character-building agencies.

(c) Agencies that are detrimental to character building.

(d) The community from a physical hygienic standpoint.

4. Training courses in principles and methods of teaching, etc., for adult workers with boys, both denominational and interdenominational.

5. A training class for policemen, where boy life and leadership among boys may be studied; a unique opportunity to help make the policeman a social worker in an unofficial capacity.

6. Undenominational mass meetings for men.

Character of meetings:

(a) Social service emphasis from the Christ standpoint.

(b) Evangelistic.

7. Organizing the strong Christian men for a "Campaign of Friendship" in which boys in the community will be interviewed personally along Christian character building lines and decisions for Christ secured. This might well be an annual campaign. Where the community is small every boy could be interviewed.

8. Making possible a well-defined program of work in the interest of the wage-earning boy.

9. Organizing among employed boys "Find Yourself" campaigns. The purpose of these campaigns is to help boys to discover their vocational bent, and how they can best serve humanity through their vocation. See *American Youth*, June, 1915. For special material write C. C. Robinson, International Committee of Young Men's Christian Associations, 124 East 28th Street, New York, N. Y.

10. Campaign to enlist boys to go to college.

11. Vacation Bible schools.

12. Training courses for scout masters.
13. Discovering and enlisting Big Brothers for work with needy boys.
14. Cooperation in Juvenile Probation work.
15. An educational community-wide campaign for personal and social hygiene.
16. An educational community-wide campaign in the interests of—
  - (a) City planning.
  - (b) Wider use of the schools.
  - (c) Playgrounds.
17. Preparing and publishing a codification of state laws relating to children.
18. Cooperation with moving picture theaters in helping to make them a larger educational and moral factor in the community.
19. A series of high-class entertainments. This is greatly needed, especially in small communities.
20. Bringing to the community state, national, and international experts from various organizations on special phases of community life.
21. Special Campaigns:
  - (a) Anti-Tuberculosis.
  - (b) The House Fly Pest.
  - (c) Alcohol and Efficiency.
  - (d) Anti-Cigarette.
  - (e) Safety First.
22. A newsboy organization. (Character building prime object.)
23. Father's Day.
24. Mother's Day.
25. Campaign to teach every boy to swim.



26. Interchurch field meet.

27. Deputation of Gospel Teams composed of the church laymen or young people of the several churches. These teams can conduct religious services in the smaller churches of the outlying districts of the community, as well as special meetings for boys.

28. Participation in National Recruiting Program, to enlist older boys for service and church membership.

### OLDER BOYS' CABINET

The Cabinet is composed of selected older boys. (See diagram of organization on page 29.) It should hold regular monthly meetings, discuss from the boys' standpoint the problems arising in the schools and churches of the community at large, and make such recommendations to the Board of Directors as will help to meet the existing needs. Each boy on the Cabinet should be asked to become thoroughly conversant with some definite phase or problem of boy life, thus making it possible at the Cabinet meetings to get a comprehensive opinion regarding these problems.

### COOPERATION WITH THE SCHOOL

There are at present over 20,000,000 boys and girls receiving instruction in the public and high schools of the United States. They are taught by 580,058 teachers, and the annual expense for their instruction is about \$556,000,000. These figures are significant of the fact that the people have a tremendous faith in the public school and its possible fulfilment of their earnest desire to give their sons and daughters a chance in life.

It is gratifying to note that of late years there has



An Older Boys' Group, representatives from every boys' organization standing for Christian character in the community.



been an earnest attempt on the part of many to aid the school in adapting itself to the changing social and economic conditions. For these purposes the people have shown a greater willingness to be taxed, which is in itself a recognition of the importance and possibilities of the school.

In the Community Association program the school is recognized as one of the fundamental institutions, and therefore the Association endeavors to cooperate with the members of the school board and school faculty in aiding them to create sentiment which will bring to fruition the greatest possibilities of the school for the scholars as well as the community. Here are some of the ways in which this has been accomplished:

1. Wider use of the school plant as a social and recreational center.
2. Campaign in interests of medical inspection of schools.
3. A parents' and teachers' association.
4. Development of the Standard Efficiency Tests scheme for the boys of the community.
5. Demonstration of school yard games and development of interest in them.
6. Development of organized and supervised play recess period.
7. Interschool leagues.
8. Evening school for working boys and adults.
9. A series of vocational talks for student body.
10. A series of municipal lectures followed by compositions prepared by students.
11. A vocational survey of students and a vocational bureau.

12. Reception to faculty and freshmen through High School students at opening of schools, when an effort should be made to set high standards in athletics and morals among the student body for the ensuing year.

13. Organizing of High School Clubs, the purpose being to create, maintain, and extend throughout the school high standards of Christian character.

14. Various tournaments.

15. "Why go to High School" talks to graduating class of grade school boys.

16. "Why go to College" talks to graduating class of High School boys.

17. Council Fire for grade and High School boys at end of school term, to suggest various ways of spending vacations, how to get the most out of it, where to go, etc. Popular presentation may be made by men who have had actual experience.

#### COOPERATION WITH THE MUNICIPALITY

"The word City is often used in a double sense. It frequently means the aggregation of people attaching to a common center of work, business, and pleasure. In this sense the geographical boundaries are not sharply defined and the actual residences of its people are not carefully investigated. On the other hand, the city as a body politic is a definite territory with the people who permanently reside upon it organized in the supreme category of human society—government. The city as a municipality may be weak or strong. It may be wise or foolish. Its functions may be carefully curtailed or enthusiastically expanded. But in any case, in a modern state, a city as a body politic must per-





An old cow pasture turned into a popular and much used Municipal tennis court.



form a series of functions that give it a commanding importance in relation to the city as a social and industrial center."<sup>1</sup> To the latter end the Community Association endeavors to supplement the municipality. Some of the ways in which this is done are listed here:

1. Use of municipal playground in the evening as well as during the day.

2. Cooperation with the existing playgrounds by organizing unrelated boys and relating them to the playground for their games, thus aiding the playground to serve a larger constituency and at the same time helping to popularize the playgrounds in the community.

3. A municipal swimming pool. (It is generally more advantageous to have it in connection with the school plant.)

4. Community program for national holidays such as—

(a) Lincoln's Birthday.

(b) Washington's Birthday.

(c) Decoration Day.

(d) Fourth of July (Sane Fourth Program).

(e) Labor Day.

(f) Thanksgiving Day.

(g) Dominion Day (Canada).

(h) Empire Day (Canada).

5. Community open-air skating rinks. Music might well be provided one or two nights during the week.

6. Helping to create sentiment and supplementing proper agencies in bringing to pass a "Clean-up day."

7. Municipal Christmas tree and pageants.

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<sup>1</sup> "Great Cities in America."—Wilcox.

8. Community play festivals.
9. Cooperation with and supplementing agencies existing for the enforcement of laws affecting child life.
10. Story-telling hours in the public library, school buildings, and on the playgrounds.
11. Recognition of Arbor Day by planting of trees.
12. "Health and Happiness Week."

### COOPERATION WITH INDUSTRIES

"These days of great industrial and social changes in America produce many problems. The inevitable tendency of the day, however, is toward industrial betterment, safety, industrial education, efficiency, and the many other things which have become so familiar to progressive employers.

"There is no longer any question that these things are worth while, both from the human and the economic standpoint. They enrich character and increase happiness and at the same time they 'pay' in dollars and cents.

"The very center of final success in improving conditions and increasing the efficiency of the working man must be the spirit of fairness and knowledge on the part of the employer of how to deal sympathetically and intelligently with his employes. Every progressive employer knows how greatly he desires foremen, superintendents, managers, and others, who possess these qualities. Much ill-feeling and many labor difficulties and strikes could be avoided if such men had the right attitude."

"The Young Men's Christian Association, with its many years of successful work with industrial boys an



The change in the public square of one southern city after the coming of the Community Association.





"Coming Americans"

men, is able to render a service to employers and employes which is of benefit to both." Some of the ways in which Associations are cooperating with the industries are herewith given:

1. Intershop athletics.
2. Noon hour informal games.
3. Noon hour entertainments. Use local talent if possible.
4. Shop night schools and educational classes.
5. Shop playgrounds.
6. Health talks.
7. Shop meetings and Bible classes.
8. Shop libraries.
9. Receptions of officers of concerns to which employes are invited.
10. Employed Boys' Brotherhood.
11. Family gardens.
12. A constructive program of work among foreigners, for example:
  - (a) Teaching foreigners English.
  - (b) Special classes to prepare men to secure their naturalization papers.

NOTE: For a more exhaustive list of activities, consult "Among Industrial Workers," Association Press, 124 East 28th Street, New York City.

Write Community Secretary, International Committee, Young Men's Christian Associations, 124 East 28th Street, New York City, for names and addresses of Secretaries who have most successfully carried out the above plans or others in which you may be especially interested.

## COMMITTEE ON EDUCATION AND PROMOTION

The function of this committee is to carry on a sustained propaganda of education and promotion which will serve to develop a constituency growing in intelligence, interest, and numbers. Especially in the Community Association work where there is no building is this important. The reasons are obvious. If the work be systematically done it will obviate dangers in the future. The following concrete suggestions are made:

1. A series of constructive and well written newspaper articles as to the aim of the Association, as well as the work accomplished.

2. A quarterly confidential letter to the contributors giving prominence to things accomplished by the Association through cooperation with other agencies, as well as results from work with individuals. Many things can go into a letter of this character which cannot have newspaper publicity. *Contributors are entitled to such information.*

3. An annual dinner to which contributors are invited (with a reasonable charge per plate), at which time reports of the work and future plans are presented. There should be no solicitation. This should be primarily a time for the committee and Secretary to get acquainted with those supporting the work.

4. An annual Association Sunday, when the pulpits should be occupied by Association speakers. This should be for educational and inspirational purposes. When possible, have the work presented briefly by a layman or a boy and have the minister preach on the Young Men's Christian Association.

## COMMUNITY COUNCIL

Although the Community Council is not indicated as part of the organization, in the diagram on page 29, it is an important factor in a Community program.

The Council can profitably meet at least every three months to discuss community-wide problems. This quarterly gathering will also afford an opportunity to keep a group of leading citizens informed and actively interested. Many themes will come up naturally for discussion in the various sub-committee meetings, and because of the community-wide aspect of some of the themes it will be necessary at times to have them discussed by a larger group. The Community Council affords this opportunity. Many community-wide plans of real significance can be realized by an intelligent, organized Council. Such themes as the following may well be brought before this representative group:

1. Value of a comprehensive city-wide survey.
2. Play in relation to character-building. The city's part in providing supervised playgrounds.
3. The use of school buildings as community centers.
4. Medical inspection of schools.
5. Causes of poverty and possible remedies.
6. Causes of duplication and overlapping in the religious education program of a community. The remedy.
7. City planning.
8. The shack and tenement house problem and its relation to the present social and economic conditions.
9. Socialized vice.
10. The saloon and the community.
11. The street trading of children and its relation to child delinquency.

## X

### THE NEED OF A BALANCED PROGRAM

The four aspects of the Young Men's Christian Association Community Work that are constantly emphasized are:

*First.* A program of activities for the boys of the entire community.

*Second.* The elimination of the causes of evil conditions which affect child life.

*Third.* The bringing into existence and fostering the growth and development of those positive forces which tend to upbuild the individual as well as the community.

*Fourth.* The uniting of the Christian boys and young men for winning others to the Christian life, enlisting them in service, and relating them to the Church.

To keep these fundamental planks of the Community platform in their proper relation is, perhaps, one of the most difficult tasks with which the Association is confronted—difficult because we have constantly to contend with the individuality of the Secretary, and generally individuals possessing real leadership have strong characteristics and marked ability along some one line. Seldom are all the qualifications which are so essential embodied in one person. Consequently, the program must not be the program of the Secretary, but rather of a group of men of varied qualifications and experience cooperating with him. United efforts



will largely assure a balanced program. Furthermore, it is possible for a program to be well balanced as it relates to activities and the elimination of causes, and, at the same time, to be unbalanced in that it fails to include all four of the fundamental institutions in its field of operation. To emphasize any one of the above phases to the neglect of another is to retard at the very outset the full effectiveness of Community Work.

“That which you expect to put into the child you must put into its environment.” Therefore it is imperative that we cooperate with and relate ourselves to the organizations that are working for better social conditions; together we can hasten the day when every child will have a normal chance to develop into a strong, Christian man or woman. Good housing conditions, proper sanitation, reasonable hours of work, protection from disease, etc., are all basic.

While the above is true, it is well for us to remind ourselves constantly that bringing into existence ideal conditions or imparting great moral and religious truths alone will not make strong characters. Strong characters are developed through expression. The child is primarily a “doer.” He lives in the region of the concrete, not the abstract. Consequently, his best development demands a program of activities which will afford the opportunity for full expression of his unfolding character and pent-up energies.

*The committee and the Community Secretary are in constant danger of becoming, on the one hand, primarily promoters of activities, or on the other, primarily students of social conditions. The maximum results will be ob-*

*tained only when the two are combined, and vitalized by the spirit of Jesus Christ.*

While encouraging communities to express their civic life in better housing conditions, playgrounds, parks, etc., we must encourage self-expression on the part of individuals in altruistic service. While suppressing commercialized vice, we must in an increasing degree be factors in releasing virtue in individuals. While we may awaken ideals in boys and young men, and create a desire for their realization, we must at the same time encourage wholesome recreation. Character is acquired by the activities and amusements in the shop, school, and street, as well as by the controlling influence of the church and home.

The ideal we seek to realize is that of eventually removing the causes of evil affecting child life. This we must persistently keep in the foreground. At the same time we must not neglect to supplement and reenforce the great constructive agencies working for the betterment of childhood. Meanwhile we must promote a strong, constructive, balanced program of activities, for through these we are opening the way to make the former an actuality.

## XI

### SUGGESTIONS FOR A BOARD OF DIRECTORS

The members of the Association's Board of Directors are such vital factors in the Community program and the progress of the work depends so largely on their vision, their attitude as to the great objectives, and the extent to which they actually assume responsibility, that it is of primary importance that careful consideration be given to their selection. Progressive plans are worked out, not by the Secretary alone, but in conference with, and by the influence of, thoughtful, consecrated Christian business men.

In addition to a group of business men on the board, it is well to have, whenever possible, a physician, a lawyer, a representative of the Board of Education, a representative of Sunday school and church interests, a man who is vitally interested in the high school boy, and someone who has like interest in the employed boy and the "less fortunate" boy. This makes it possible for the Secretary at board meetings and in personal conferences to get intelligent advice and service in connection with practically every phase of his work. Care should be taken, though, in the desire to secure a board representing all of the community interests, that vital qualities of Christian character and leadership are not overlooked.

The board might advantageously spend some time on the night of the regular board meeting, previous to or immediately after the business, in discussing a chapter

of the Hand-Book. Such a discussion would materially aid the board in becoming more familiar with the principles and objectives of the Community program.

The following suggestions are not based on theory, but are the outgrowth of the experience of a great majority of Community Associations. The board should carefully consider this chapter. Departures from these suggestions should be made only on account of unusual local conditions.

1. Leadership is of such importance in Community work that it is essential to secure a Secretary who possesses in a marked degree consecration to Christ, devotion to His Kingdom, and a full appreciation of the social propaganda as an expression of the Christian life. It is far better to postpone the securing of a Secretary than to be satisfied with inefficient leadership. (Read again Chapter VI, on Leadership.)

2. A central office as headquarters conveniently located in the business section of the city or district should be secured, and furnished in a dignified and businesslike manner. In some fields an attractive store is used as an office. There is an advantage in the easy access to the street and opportunity for using the show window for exhibits. Two rooms are recommended, an outer office for the stenographer and a private office for the Secretary, which is also used for interviews and committee meetings. Striking pictures, charts, diagrams, etc., may well be displayed on the walls, to visualize the work, in order to stimulate thinking and a desire to serve on the part of those who call at the office. The office should rapidly become a clearing-house and bureau of information for agencies in the

community working for the upbuilding of character. The committee should avoid having the office connected with any business office, church, social or welfare agency, or other sectarian or partisan organization.

3. The committee should constantly remind itself that the purpose of the membership of a Community Young Men's Christian Association is not a means by which to raise money. There are no privileges to be sold. The associating of older Christian boys and men in Christian service in the community should dominate the thinking of the committee.

4. The committee must take the financial load upon their shoulders. The Secretary may help in the directing of the financial solicitation and collecting of subscriptions, but he should be practically free to give himself to the task to which he has been called. (Read again paragraph on Finance Committee, in Chapter IX.)

5. There is a real danger of diagnosing a community's needs from a superficial study of conditions and of making deductions which will not stand close scrutiny. Early in the development of the work, if not previous to the financial campaign, a complete survey should be made, in order that the committee may be intelligent as to the needs of the field and the forces working in harmony with their purposes, and also discover those forces working against their objectives. In addition, they should be acquainted with the fundamental characteristics of the community, as these have great significance.

6. Early in the development of the work a policy should be worked out and adopted which will cover a



period of years and anticipate the growth of the community.

In order to develop a well worked out and intensive program, some Associations conduct two-day institutes. Large meetings are not desirable. The institutes are primarily a series of conferences with each committee of the Association. During the first day and a half conferences of about two hours' duration are held with each of the following committees: Executive, Finance, Cooperation with the Home, Cooperation with the Church, Older Boys' Cabinet, Cooperation with the School, Cooperation with the Municipality, Cooperation with Industries, and Education and Promotion. In some institutes a conference with the ministers and school officials is included.

At all of these conferences the need of the individual boy and man, as well as the community life, is considered from the standpoint of the special responsibility of each committee, such as the Home, the Church, etc.; and in the light of these discussions a tentative policy covering from a year to three years is worked out.

The second event is a supper conference, to which the Board of Directors and all of the sub-committees and ministers are invited. At this final meeting the chairmen of the various committees submit their recommendations which are the outcome of the previous meetings. The recommendations are thoroughly discussed by the entire group and if they meet the approval of these men they are included in the policy and are visualized on a large chart. When each committee has submitted its recommendations and those

that are suitable have been accepted, the result is a composite policy on which the entire committee force is united.

Some of the apparent results derived from such an institute are:

*First.* It graphically portrays the needs of the community.

*Second.* It emphasizes the bigness of the task and the necessity of the laymen assuming real responsibility.

*Third.* It definitely puts before the various committees concrete tasks to accomplish in a given period of time.

*Fourth.* It establishes for the Secretary and committeemen an ideal toward which to strive and safeguards a dissipation of their thought and energies. At the same time it provides guide posts by which to check up such progress as is being made toward the realization of the underlying principles of Community work.

*Fifth.* It presents a concrete challenge with which you can go to individuals and to the community, for service and cooperation.

7. It is well for the committee constantly to keep before them as a goal the Balanced Program. (See Chapter X.) There is real danger that the welfare aspect of the work will appeal to a certain class of workers, to the loss of the spiritual motive and achievement. The directly religious objective must not be lost sight of in pushing the social program. Likewise, the social objective must not be lost sight of in pushing the directly religious program. The two emphases are essential for an effective religious work.

8. We must never fail to realize that the Community Young Men's Christian Association exists primarily to serve the Home, the Church, the School, and the Municipality, and is not a substitute or rival of these agencies. (Read Chapter III, on Objectives.)

9. Do not try to realize a five years' program of work in one year. *Community work calls for Builders rather than Boomers.*

10. There is a constant danger of yielding to the temptation of building up new organizations instead of bringing about the correlation of present agencies and raising the standard of their efficiency.

11. Consult freely and keep in touch with the literature of state and national agencies, such as International Sunday School Association, Playground and Recreation Association, Boy Scouts of America, etc. (See Chapter XIV for Suggestions.)

12. Do not overlook the individual in dealing with the mass. Some Community Secretaries are having over two thousand personal interviews a year.

13. It is fundamental to the success of the work that the Secretary multiply himself through volunteer leadership and existing organizations. It is possible for various organizations to so employ his time in the promotion of activities, as to make it impossible for him to organize the lay forces of the various local organizations to do their own specific tasks. The latter is essential for permanent success.

14. There should exist the closest working relationship between the local Association and the State Committee, and the Territorial Committee in Canada, as well as the International Committee, and the Cana-



A Community Secretary interviewing an older boy. Each year hundreds of boys are counselled with in this intimate fashion concerning life problems that require adult advice.





dian National Council. This is imperative because of the pioneer character of the plan and the necessity for a conservative yet progressive policy, as well as a correlation of methods and principles which will be of working value to given communities.

15. No Secretary can in a large way guide his committees in a program for the religious, moral, and social uplift of the community without annually attending the summer schools on Community Work and participating in such conventions and conferences as have a relation to his program. The budget should amply provide for this.

16. The Board should expect that the Secretary will set aside a regular time for study and personal spiritual growth, and for the cultivation of his social and recreational life, and that this time will be kept religiously. There is a real danger that the Secretary's religious life may become so mechanical that it will lose its spontaneity and effectiveness, even though he is daily promoting religious work. He should make Bible study, prayer, and meditation an actuality in his own life if through him the community is to feel the force of the principles of Jesus Christ.

## XII

### VISITATION CENTERS

The change from building work to the emphasis on the cooperative methods, as exemplified in the Community Association program, involves some departure from the previous viewpoint of the worker. Because of this has been developed the visitation center plan, which affords an opportunity for Secretaries who contemplate entering the work to visit organized centers for conference, study, and practical experience, under the direction of an experienced Secretary.

The Garden City Community Association Conference, February, 1915, strongly urged upon the various supervising agencies that provision for such opportunity be made as an essential part of the plan for manning new fields. The following program was adopted to make such a visit as profitable as possible:

*First.* An information blank or letter to the Secretary of the center to be visited, to include the following information:

(From the visiting Secretary.)

Name Age

Home address

Where born and brought up

Educational advantages

Various employments since leaving school or college. (Character and length of service of each.)

With what Young Men's Christian Association building and extension activities are you familiar?

What books that have bearing upon general work with boys have you read in the past two years?

What welfare work have you had acquaintanceship with?

(From the State and International Secretaries.)

From your knowledge of his past boys' work experience what are indicated to be the visitor's

Points of strength

In dealing with boys.

In organization.

Personal.

Points of weakness

In dealing with boys.

In organization.

Personal.

*Second.* Familiarity with the following books and pamphlets—to be gained before the visit if possible:

"Community Work of the Y. M. C. A.," Ritchie.

"Boy Life and Self Government," Fiske.

"Sunday School and the Teens," Alexander.

"Wider Use of the School Plant," Perry.

"Christianizing the Social Order," Rauschenbusch.

"Physical Education," Physical Department, International Committee, Y. M. C. A.

"Spirit of Youth in the City Streets," Addams.

"The Springfield Survey," Russell Sage Foundation.

"Christianity and Amusements," Edwards.

"The Family and Social Work," Devine.

"Christianizing Community Life," Ward-Edwards.

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Association Press—

High School Bulletins, 1, 2, 3, 4, 5.

Employed Boy Bulletins.

"The Boys' Secretaryship a Life Work," Porter.

"A Community that Grew from Without," Ritchie.

Sage Foundation—

"Unused Recreational Resources of the Average Community," Perry.

"The Community-used School House," Perry.

"The New Attitude of the School to the Health of the Child," Ayres.

"Athletics in the Public School," Hanmer.

*Third.* Suggested outline of subject matter to be covered as far as practicable on the field by the visiting Secretary under the direction of, and in conference with, the Secretary of the center visited, through practical work and by study and investigation.

1. Organization and business administration.

(a) Organization:

Method of promoting Community Young Men's Christian Association Work.

Educational and Financial Campaign.

Plan of Organization—

Constitution and By-Laws.

Program of work through committees.

Developing committee's sense of responsibility.

Enlisting men in committee service.

Converting community to new program and ideals.

Educating Association's constituency.

(b) Business Administration:

Suggested budget.

Method of securing and collecting contributions.

Financial system.

Statistical records.

Filing system—

Financial, statistical, letters, informational.

Actual demonstration of how to prepare for and conduct board and committee meetings,

2. Underlying principles and objectives.

Illustrate by concrete examples from the local field the practical working out of the underlying principles and objectives set down in Chapters III and IV.

3. How to analyze a field and make use of the results.

4. A suggested program of work for a given field in connection with the Home, Church, School, Municipality, and Industries.

A list of possible activities in cooperation with each thoroughly discussed and where possible investigated.

Study of the progress made toward the realization of this program in the local center visited.

5. Intimate acquaintance through practical work with the promotion and conduct of

(a) High School Student Christian Movement.

(b) Organized Bible Class activities and Boys' Department organization in the Sunday school.

(c) Social center and playground work.

(d) Organized school ground play.

(e) Methods of sex education.

(f) Work for employed boys.

*Fourth.* A report letter from the Secretary of the center visited to the State or other supervisory agency.



## XIII

### APPROVED AND ADOPTED RESOLUTIONS

The following are some of the resolutions adopted at the Chicago Beach Conference, the Garden City Conference, the International Committee and Secretaries' Conference at Atlantic City, and the Metropolitan Secretaries' Conference at Atlantic City. They have proven to be basic in the development of Young Men's Christian Association Community Work and we herewith quote them for careful perusal and consideration.

#### CHICAGO BEACH CONFERENCE

January 25-29, 1914

1. It is the part of wisdom and Christian brotherhood that we, as a growing national movement, cooperate actively and sympathetically with every nation-wide welfare movement for the uplift, directly or indirectly, of childhood. We urge close touch with the national headquarters of these agencies and acquaintance with their literature. We particularly mention the following two:

2. Cooperation with the Young Women's Christian Association is not only our duty and privilege, but is a wise policy closely affecting our work in the community. Home life, domestic relations, normal social life, all are bound up in such a policy. The permanency of this cooperation is largely dependent upon our relation to the national organization of the Young Women's Christian Association.

3. The importance of cooperation with the County, State, and International Sunday School organizations is here reiterated. Whenever possible, boys should be placed in Bible study under qualified masculine leadership in the Sunday school. Where this is not possible we should bend every effort as Community Secretaries to gather older boys in Bible study groups in homes, clubs, or other places.

4. The sessions of the conference have emphasized the wisdom of our acquaintance with the State law and municipal ordinances governing matters pertaining to health, delinquency, education, and all phases of child welfare. We urge cooperation with all agencies having to do with the formulating, interpreting, and enforcing of these laws. We point out the necessity for the codification of all such laws.

5. In relation to all matters pertaining to public amusements, we urge less censorship and more sympathetic cooperation, that normal recreation may be made possible to all, under wise supervision.

6. We believe in the great value and future necessity of interchurch effort, and pledge ourselves to do all we can to bring about as early as possible a close working relationship between all churches and all denominations for the sake of the child.

7. In relation to all matters pertaining to the so-called "social evil" we urge caution against careless work and ill-advised effort. No educational effort is more needed and no evil should be more firmly and wisely fought. At the same time no problem calls for more prayerful and statesmanlike work.

8. The conference has served to bring before us with

renewed emphasis the wisdom of a wider use of the public schools. We recognize the right of every taxpayer to the school equipment and its privileges and shall bend our efforts to securing these as social and recreative centers for parents and children of our communities.

9. We urge all the Community Secretaries to become students of vocational guidance for older boys, to recognize its fundamental value and to cooperate in every way with employers of boys to bring about a general recognition of the right of every boy to such guidance and to help make it possible for the boy to secure it.

10. The present High School idea with its outgrowth, the School Student Christian Movement, we recognize as the result of the careful study of some years. Its practical value has been tested and we adopt it as the basis of our effort among High School boys in our communities.

#### GARDEN CITY CONFERENCE

February 7-11, 1915

1. The Committee emphasizes the essential importance of the Training Center idea as set forth by the Committee on Training Centers and recommends the plan as suggested.

2. In order that the Young Men's Christian Association Community Work, both prospective and present, may avoid dangers in promotion and organization, the Findings Committee recommends careful study of the Chapter on Organization. Because of the fundamental

importance of Membership and Constitution and By-Laws, we call to your attention especially these topics in Chapter VIII and the Appendix.

3. The Committee recommends as a practical program the plan for work among employed boys as set forth by C. C. Robinson in his booklet "A Plan of Building and Extension Work among Employed Boys."

4. The Committee recommends that the Garden City Conference of Community Secretaries go on record as standing unqualifiedly for the establishment of a Young Men's Christian Association organization, and this with no uncertain note, wherever Community Work is contemplated under the auspices of the Young Men's Christian Association.

5. We urge the careful thought and active participation of all Community Secretaries in the three year Summer School Training Course on Community Work.

ANNUAL CONFERENCE OF THE INTERNATIONAL COMMITTEE AND SECRETARIES, ATLANTIC CITY, N. J.  
September 15-18, 1916

## COMMISSION II

### COMMUNITY WORK

#### *1. Definition*

A Community Young Men's Christian Association is an organized Association unit with an employed Secretary, but without a building. It should frequently lead to a building in the larger communities.

In smaller communities it may or may not lead to a building.

## *2. Administration*

(1) In the promotion of Community Young Men's Christian Associations the City Department should be responsible in the city fields and the County Department in the country fields.

For special groups, such as Colored, Railroad, and Industrial, in city or country fields the Community Association may be promoted by the appropriate department of the International Committee in cooperation with the City or County Department.

(2) A Community Young Men's Christian Association under the supervision of the County Department will not necessarily develop into a regular city type of work in a building. In many communities a building may be unnecessary and undesirable. In other instances it may be the means of promoting the securing of a building. The policy in each case must be determined by local conditions. Whenever a Community Young Men's Christian Association develops under the County Work Department into the city type of work it should pass from the supervision of the County Work Department to the City Department.

## *3. Relation to State and Local Organizations*

The action of the International Committee in reference to the Community Associations is to be taken in accordance with the standing rule of the International Committee to work through State and local Associations.



CONFERENCE GENERAL SECRETARIES IN METROPOLITAN  
FIELDS

November 30 to December 3, 1916

*"That* we recognize that experience has demonstrated that there is a useful place in the Metropolitan field for Community Work, not as a substitute for work with standard buildings, but as a worth-while work with boys in clearly defined sections of the city, where for the present branches with buildings are not feasible."

## XIV

### KINDRED ORGANIZATIONS

Every Community Secretary should be in touch with the following national and international organizations and movements, and familiar with their instructive leaflets and pamphlets, which may be obtained free or at a nominal cost. The Community Association will undoubtedly come in touch with organizations which are not listed here. The list given is not exhaustive, but includes many of the most helpful agencies with which the Association can cooperate.

Aetna Life Insurance Company, 100 William Street,  
New York City, and Hartford, Conn.

American Association for Labor Legislation, 131 East  
23rd Street, New York City.

*Purpose:* To investigate conditions underlying labor legislation, and to collect and disseminate information leading to greater care and uniformity in such legislation.

American Association for Study and Prevention of Infant Mortality, 211 Cathedral Street, Baltimore, Md.

American Association for the Study of the Feeble-Minded, Faribault, Minn.

*Purpose:* To discuss all questions relating to the causes of feeble-mindedness and the condition of the feeble-minded; to consider their management, training, and education, and lend influence toward the establishment of institutions for their care.

American Civic Association, 913-914 Union Trust Building, Washington, D. C.

*Purpose:* To cultivate higher ideals of civic life and beauty in America; to promote city, town, and neighborhood improvement; to secure the preservation and development of landscape and the advancement of outdoor art. It aims to make living conditions clean, healthful, and attractive.

American Federation of Labor, 801 G Street, N. W., Washington, D. C.

American Institute of Social Service, Bible House, Astor Place, New York City.

*Purpose:* To serve as a clearing house for facts, experiences, and ideas on social and industrial sentiments. Those interested may consult a large specialized library and a department of expert information and may borrow books and documents so far as the library contains duplicates. The Institute has several thousand negatives on social subjects from which slides may be made to order, conducts a lectureship on social subjects, arranges for special investigations. All its services are free except special investigation.

American Medical Association, 535 North Dearborn Street, Chicago, Ill.

*Purpose:* To promote the science and art of medicine and to endeavor to unite in one compact organization the medical profession of the United States for the purpose of fostering the growth and diffusion of medical knowledge. Pamphlets on medical fakes and fakers.

American Museum of Safety, 29 West 39th Street, New York City.

American Peace Society, Colorado Building, Washington, D. C.

American Red Cross, 1024 H Street, N. W., Washington, D. C.

*Purpose:* To furnish aid to the sick and wounded of armies in time of war; to carry on in time of peace a system of national and international relief for those suffering from pestilence, famine, fire, flood, and other national calamities, and to devise and carry on measures for preventing the same.

American School Hygiene Association, College of the City of New York, New York City.

American Social Hygiene Association, 105 West 40th Street, New York City.

Anti-Cigarette League of America, 1119 Woman's Temple, Chicago, Ill.

Pamphlets on Clean Life.

Anti-Saloon League of America, Westerville, Ohio.

*Purpose:* To secure the ultimate national suppression of the saloon in the United States and its progressive local repression as a means to that end. The League publishes the "American Issue" and many leaflets.

Big Brother Movement, 200 Fifth Avenue, New York City.

Boy Scouts of America, 200 Fifth Avenue, New York City.

Boys' Club Federation, 1 Madison Avenue, New York City.

*Purpose:* By association of individuals and clubs to promote the work of boys' clubs and to further the formation of new clubs where needed; to supply men for superintendents; to give advice and furnish literature.

Boys' Department of the International Committee of Young Men's Christian Associations, 124 East 28th Street, New York City.

Bureau of Municipal Research, 261 Broadway, New York City.

Camp Fire Girls of America, 461 Fourth Avenue, New York City.

Carnegie Foundation, 576 Fifth Avenue, New York City.  
Charity Organization Department, Russell Sage Foundation, 130 East 22nd Street, New York City.

*Purpose:* To extend charity organization work in communities where it has not yet taken root and in communities desiring to increase local efficiency; to gather up the best experience of existing associated charities or charity organization societies and give it currency.

Chicago Society of Social Hygiene, 100 State Street, Chicago, Ill.

Child-Helping Department of the Russell Sage Foundation, 130 East 22nd Street, New York City.

*Purpose:* To undertake certain lines of work in the child-helping field; to furnish advice in the improvement of existing child-helping agencies and in the development of new plans. Studies are being made of child-placing agencies in the United States.

Church Association for the Advancement of the Interests of Labor, 416 Lafayette Street, New York City.

*Purpose:* To interest the clergy and laity of the church in the questions now being agitated; to inform them as to the nature of the issues presented and to be prepared to act as the necessities of the day may demand.

Church Laymen's Union, 23 Union Square, New York City.



Church Temperance Society (Protestant Episcopal),  
281 Fourth Avenue, New York City.

Leaflets on "Cut it Out," "What it Means to the Working-man."

Committee of One Hundred on National Health,  
105 East 22nd Street, New York City (Room 51).

Committee on the Prevention of Tuberculosis, Charity  
Organization Society, 105 East 22nd Street, New  
York City.

Pamphlets on "How to avoid tuberculosis," "How to prevent  
tuberculosis."

Conference for Education and Industry, 508 McLachlen  
Building, Washington, D. C.

Congregational Home Missionary Society, 287 Fourth  
Avenue, New York City.

Council of Jewish Women, 3437 Paseo, Kansas City,  
Mo.

*Purpose:* To bring about a union of Jewish women for conference and work; to further united efforts in behalf of Judaism and in the work of social betterment through religion, philanthropy, and education.

Daily Vacation Bible School, 90 Bible House, New  
York City.

Department of Child Hygiene, Russell Sage Foundation,  
130 East 22nd Street, New York City.

*Purpose:* To conduct researches and promote activities favorable to the physical, moral, and intellectual welfare of children, especially public recreation and the health and progress of school children. Lines of study and investigation, public baths, public school athletic leagues, Sunday school athletic leagues, play festivals and pageants for the celebration of national holidays, folk dancing, wider use of the school plants, etc.

Department of Social and Public Service, 25 Beacon Street, Boston, Mass.

*Purpose:* To be of service to Unitarian churches or to any other organizations and individuals who wish it, in the conduct of their social work.

Division of Information, Department of Labor, Washington, D. C.

Pamphlets on Naturalization of Aliens in the United States, The Opportunity, Constitution of the United States, etc.

Educational Department of the International Committee of Young Men's Christian Associations, 124 East 28th Street, New York City.

Efficiency Society, 25 West 39th Street, New York City.

Federal Council of the Churches of Christ in America, 105 East 22nd Street, New York City.

*Purpose:* To bring the Christian bodies of America into united service for Christ and the world; to secure for them a larger combined influence in all matters affecting the moral and social conditions of the people.

Federation of Day Nurseries, 105 East 22nd Street, New York City.

*Purpose:* To act as a general bureau for the collection of information in regard to existing day nurseries, and for the publication and distribution of literature that would prove helpful to those desiring to start new ones.

Fidelity and Casualty Company, 92 Liberty Street, New York City.

Fly Fighting Committee of America, Civic Association, 156 Fifth Avenue, New York City.

Leaflet "Kill Flies and Save Lives."

Health Education League, 113 Devonshire Street, Boston, Mass.

Home Garden Association, 612 St. Clair Avenue, Cleveland, Ohio.

Report handsomely printed and illustrated on Home Gardening.

Immigration Restriction League, 60 State Street, Boston, Mass.

*Purpose:* To secure needed legislation on emigration matters and proper enforcement of the laws; to distribute information concerning conditions of immigration.

Industrial Department, International Committee of Young Men's Christian Associations, 124 East 28th Street, New York City.

International Reform Bureau (Temperance and Social Purity), 206 Pennsylvania Avenue, S. E., Washington, D. C.

International Sunday School Association, 1416 Mallers Building, Chicago, Ill.

Jewish Agricultural and Industrial Aid Society, 174 Second Avenue, New York City.

Joint Commission on Social Service of Protestant Episcopal Church, 281 Fourth Avenue, New York City.

Methodist Federation of Social Service, 72 Mt. Vernon Street, Boston, Mass.

Metropolitan Life Insurance Company, 1 Madison Avenue, New York.

Health promotion pamphlets.

Missionary Education Movement, 156 Fifth Avenue, New York City.

National Association for the Study and Prevention of Tuberculosis, 102 East 22nd Street, New York City.

*Purpose:* To study tuberculosis in all its forms and relations; to disseminate knowledge concerning it; to encourage its prevention and scientific treatment. Tuberculosis pamphlets and cards in 18 languages.

National Board Young Women's Christian Association, 600 Lexington Avenue, New York City.

National Child Labor Committee, 105 East 22nd Street, New York City.

*Purpose:* To investigate and report the facts concerning child labor; to raise the standard of public opinion and parental responsibility with respect to the employment of children; to assist in protecting children by suitable legislation against premature or otherwise injurious employment.

National Child Welfare Exhibit Association, 70 Fifth Avenue, New York City.

National City Planning Conference, 19 Congress Street, Boston, Mass.

National Civic Federation, 281 Fourth Avenue, New York City.

*Purpose:* To organize the best brains of the nation in an educational movement towards the solution of some of the great problems relating to social and industrial progress; to provide for study and discussions of national import; to aid thus in the crystallization of the most enlightened public opinion; and when desirable to promote legislation in accordance therewith.

National Committee for Mental Hygiene, 50 Union Square, New York City.

National Committee for Prevention of Blindness of the  
Russell Sage Foundation, 130 East 22nd Street,  
New York City.

*Purpose:* To conduct a national campaign for the prevention of blindness; to ascertain the direct causes of preventable blindness, and to take such measures in cooperation with the medical profession and others as shall lead to the elimination of such causes.

National Committee on Prisons and Prison Labor, 27  
East 22nd Street, New York City.

National Conference of Charities and Correction, 315  
Plymouth Street, Chicago, Ill.

*Purpose:* To diffuse trustworthy information and stimulate right sentiment on the many difficult problems of charity and correction, by holding public meetings in various cities throughout the country.

National Conference of Immigration, 22 East 39th  
Street, New York City.

National Conference of Jewish Charities, 411 West  
Fayette Street, Baltimore, Md.

*Purpose:* To discuss the problems of charity and to promote reforms in the administration; to provide uniformity of action and cooperation in all matters pertaining to the relief and betterment of the Jewish poor.

National Congress of Mothers, 806 Washington Loan  
and Trust Building, Washington, D. C.

*Purpose:* To raise the standards of home life; to develop wiser, better trained parenthood; to bring into closer relation the home and the school; to secure by legislation juvenile courts and probation officers; to emphasize the community's duty to children, especially the neglected and dependent. The Congress publishes handbook and leaflets.

National Conservation Association, Munsey Building,  
Washington, D. C.



National Consumers' League, 105 East 22nd Street,  
New York City.

National Education Association, Ann Arbor, Mich.

National Founders' Association, 915 Hammond Building,  
Detroit, Mich.

National Housing Association, 105 East 22nd Street,  
New York City.

*Purpose:* To improve housing conditions, both urban and suburban, in every practicable way.

National League On Urban Conditions Among Negroes,  
2303 Seventh Avenue, New York City, and 1611  
Harding Street, Nashville, Tenn.

National Liberal Immigration League, 150 Nassau  
Street, New York City.

*Purpose:* To secure the proper regulation and better distribution of immigration; to hold public meetings and publish and distribute literature on immigration and kindred subjects.

National Mouth Hygiene Association, 800 Schofield  
Building, Cleveland, Ohio.

Leaflets on the importance of, and suggestions for maintaining healthy mouths.

National Municipal League, North American Building,  
Philadelphia, Pa.

National Probation Association, Municipal Courts  
Building, Saint Louis, Mo.

National Short Ballot Organization, 383 Fourth Avenue,  
New York City.

National Society for the Promotion of Industrial Education, 140 West 42nd Street, New York City.

*Purpose:* To arouse public attention to the need for industrial education; to serve as a forum for the discussion of various prob-

lems involved and to print and distribute studies of the special phases of the subject.

National Temperance Society, 289 Fourth Avenue, New York City.

"Employers Prefer Total Abstainers" and other literature supplied at cost.

National Vocational Guidance Association, 109 Church, Nutley, N. J.

National Woman's Christian Temperance Union, Evanston, Ill.

National Women's Trade Union League of America, 127 North Dearborn Street, Chicago, Ill.

New York Sabbath Committee, 31 Bible House, New York City.

Speakers available.

North American Civic League for Immigrants, 173 State Street, Boston, Mass.

"Message for Newcomers to the United States" and other leaflets.

Oregon Social Hygiene Society, 719 Seeling Building, Portland, Ore.

People's University Extension Society, 105 East 17th Street, New York City.

Health hints in English, German, Italian, Bohemian, and Yiddish.

Physical Department of the International Committee of the Young Men's Christian Associations, 124 East 28th Street, New York City.

Playground and Recreation Association of America,  
1 Madison Avenue, New York City.

*Purpose:* To increase the efficiency of playgrounds already established and to establish playgrounds on the right basis in cities and towns not having them. It offers personal consultation and advice, provides speakers and arranges for local institutes, publishes lists of persons desiring playground positions, makes statistics and experiences of various cities available, loans lantern slides and playground models, prepares bibliographies, etc., publishes the magazine *The Playground*.

Religious Citizenship League, 82 Bible House, New  
York City.

Religious Education Association, 72 East Madison  
Street, Chicago, Ill.

Rockefeller Sanitary Commission, Union Trust Build-  
ing, Washington, D. C.

*Purpose:* The eradication of the hook-worm disease.

Salvation Army, 120 West 14th Street, New York City.

Scientific Temperance Federation, 23 Trull Street, Bos-  
ton, Mass.

Social Service Bureau of the Board of Home Missions  
of the Presbyterian Church, 156 Fifth Avenue, New  
York City.

*Purpose:* To interpret the church to working men and working  
men to the church; to interpret employer and employe to each  
other through education, inspiration, mediation, evangelism, and  
twentieth century methods of Christian work.

Social Service Commission of the Congregational  
Churches, 14 Beacon Street, Boston, Mass.

Social Service Commission of the Northern Baptist  
Convention, Philadelphia, Pa.

Society for Prevention of Cruelty to Animals, 15 Madi-  
son Avenue, New York City.

Society for the Prevention of Cruelty to Children, 297  
Fourth Avenue, New York City.

Society for the Suppression of Unnecessary Noise, The  
Ansonia, 73rd Street and Broadway, New York  
City.

Society of Sanitary and Moral Prophylaxis, 105 East  
40th Street, New York City.

*Purpose:* To limit the spread of diseases which have their  
origin in the social evil; to study every means, sanitary, moral,  
and administrative, which promises to be effective for this pur-  
pose. Pamphlets on sex instruction at cost.

State Charities Aid Association, 105 East 22nd Street,  
New York City.

State Educational Board.

Bulletins on general industrial and trade education are issued  
by your State Board. Write to the State Director of Education.

Travelers' Aid Society, 465 Lexington Avenue, New  
York City.

United States Life Saving Service, Washington, D. C.

Pamphlet. Directions for restoring the apparently drowned.  
May be obtained in limited quantities. State the number  
wanted.

Volunteers of America, 34 West 28th Street, New York  
City.

Woodcraft League of America, 13 West 29th Street,  
New York City.

Women's Auxiliary Civil Service Reform League, 287  
Carroll Street, Brooklyn, N. Y.

Pamphlets for immigrants on American Government. Sum-  
mary of the United States Constitution, Honor in Politics.

World's Court League, 120 Broadway, New York  
City.

## XV

### BIBLIOGRAPHY

The office of the Community Young Men's Christian Association in many instances may be the headquarters for a bureau of information and a clearing-house for those agencies and individuals working for the building of Christian manhood and the moral uplift of the community. This necessarily means that the best and latest material obtainable, abroad and in this country, which has to do with the educational, social, economic, civic, and religious life of a community, must be secured, classified, and catalogued, and the information made accessible to those desiring it. A clearing-house of this character will also have a carefully chosen library for Community leaders. The following books are suggested as a nucleus around which such a library may be built. A few of these have been classified under the Home, the Church, the School, the Municipality, and Industries. Other helpful books are listed which have a direct or indirect bearing upon the Community Association program.

#### THE HOME

THE FAMILY, Mrs. Helen Bosanquet

THE FAMILY: AN HISTORICAL AND SOCIAL STUDY, C. F. Thwing

THE FAMILY AND SOCIAL WORK, E. T. Devine

THE FAMILY AND ITS SOCIOLOGICAL ASPECTS, J. G. Dealey

HEREDITY IN RELATION TO EUGENICS, C. B. Davenport

THE PERIL AND THE PRESERVATION OF THE HOME, Jacob A. Riis

TRAINING OF PARENTS, E. H. Abbott

THE DELINQUENT CHILD AND THE HOME, Breckinridge and Abbott



## THE CHURCH

- THE BOY AND THE CHURCH, Eugene C. Foster  
 THE BOY AND THE SUNDAY SCHOOL, John L. Alexander  
 THE CHALLENGE OF THE CITY, Josiah Strong  
 CHRISTIANIZING THE SOCIAL ORDER, Walter Rauschenbusch  
 THE CHURCHES AND THE WAGE EARNERS, C. B. Thompson  
 THE COUNTRY CHURCH AND THE RURAL PROBLEM, Kenyon L. Butterfield  
 JESUS CHRIST AND THE SOCIAL QUESTION, F. G. Peabody  
 THE SUNDAY SCHOOL AND THE TEENS, John L. Alexander  
 THE SOCIAL CREED OF THE CHURCHES, H. F. Ward  
 THE CITY CHURCH AND ITS SOCIAL MISSION, A. M. Trawick

## THE SCHOOL

- HEALTH AND MEDICAL INSPECTION OF SCHOOL CHILDREN, W. S. Cornell  
 HELPING SCHOOL CHILDREN, Elsa Denison  
 THE HIGH SCHOOL MOVEMENT SERIES. (Set of five pamphlets, Association Press)  
 LAGGARDS IN OUR SCHOOLS, Leonard P. Ayres  
 MEDICAL INSPECTION OF SCHOOLS, Gulick and Ayres  
 WIDER USE OF THE SCHOOL PLANT, Clarence A. Perry

## THE MUNICIPALITY

- AMERICAN CITY GOVERNMENT, C. A. Beard  
 ENGLISH FOR COMING AMERICANS, Peter Roberts. (Teacher's Manual and First and Second Readers)  
 ENGLISH FOR COMING CANADIANS, Peter Roberts. (Teacher's Manual and First and Second Readers)  
 GREAT CITIES IN AMERICA, D. F. Wilcox  
 THE MODERN CITY, Frederic C. Howe  
 PLAYGROUND TECHNIQUE AND PLAYCRAFT, Arthur Leland and L. H. Leland  
 FIELD DAY AND PLAY PICNICS FOR COUNTRY CHILDREN, Myron T. Scudder  
 GAMES FOR THE PLAYGROUND, HOME, SCHOOL AND GYMNASIUM, J. H. Bancroft

## INDUSTRIES

- THE CHURCH AND THE LABOR MOVEMENT, Charles Stelzle  
 CITIZENS IN INDUSTRY, Charles R. Henderson  
 THE EXECUTIVE AND HIS CONTROL OF MEN, E. B. Gowin  
 FROM ALIEN TO CITIZEN, Edward Steiner  
 THE HISTORY OF TRADE UNIONISM, S. and B. Webb  
 INCREASING HUMAN EFFICIENCY IN BUSINESS, W. D. Scott  
 HISTORY AND PROBLEMS OF ORGANIZED LABOR, F. T. Carlton  
 INDUSTRIAL DEVELOPMENT, Richard S. Ely  
 INDUSTRIAL BETTERMENT, Wm. H. Tolman  
 THE INDUSTRIAL SITUATION, F. T. Carlton  
 THE NEW IMMIGRATION, Peter Roberts  
 THE NEW INDUSTRIAL DAY, Wm. C. Redfield

## ADDITIONAL REFERENCE BOOKS

*Religious*

- EFFICIENCY IN RELIGIOUS WORK, W. H. Allen  
 THE SOCIAL ENGINEER, Edwin Lee Earp  
 SOCIAL SALVATION, Washington Gladden  
 THE SOCIAL BASIS OF RELIGION, S. N. Patten  
 JESUS CHRIST AND THE CIVILIZATION OF TODAY, J. A. Leighton  
 THE RELIGION OF A DEMOCRAT, Charles Zueblin  
 EVOLUTION AND ITS RELATION TO RELIGIOUS THOUGHT, Joseph  
 Le Conte  
 THE OPEN CHURCH FOR THE UNCHURCHED, J. E. McCulloch  
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 Reichet  
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 PSALMS OF THE SOCIAL LIFE, Cleland B. McAfee  
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 dick

*Leadership*

STARTING TO TEACH, Eugene C. Foster

POINT OF CONTACT IN TEACHING, Patterson Du Bois

TELLING BIBLE STORIES, L. S. Houghton

LEADERSHIP OF BIBLE STUDY GROUPS, H. H. Horne

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COLLEGE WOMEN AND COUNTRY LEADERSHIP, Jessie Field

*Housing*

THE TENEMENT HOUSE PROBLEM, De Forest and Veiller

MODERN HOUSING IN TOWN AND COUNTRY, James Cornes

A MODEL TENEMENT HOUSE LAW, Lawrence Veiller

*Poverty*

MISERY AND ITS CAUSES, E. T. Devine

POVERTY, Robert Hunter

PRINCIPLES OF RELIEF, E. T. Devine

*The Family*

HISTORY OF HUMAN MARRIAGE, E. A. Westermarck

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PROBLEM OF RACE REGENERATION, Havelock Ellis

PARENTHOOD AND RACE CULTURE, C. W. Saleeby

MENDEL'S PRINCIPLES OF HEREDITY, William Bateson

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MODERN CIVIC ART, C. M. Robinson

IMPROVEMENT OF TOWNS AND CITIES, C. M. Robinson

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THE BRITISH CITY, Frederic C. Howe

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SATELLITE CITIES, Graham Taylor

CITY PLANNING, Charles M. Robinson

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### *Immigration*

IMMIGRATION PROBLEM, Jenks and Lauck  
THE MELTING POT, Israel Zangwill  
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IN BLACK AND WHITE—AN INTERPRETATION OF THE SOUTHERN  
LIFE, Lily H. Hammond  
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### *Penology*

THE CRIMINAL, Havelock Ellis  
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 AT HOME IN THE WATER, George H. Corsan

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 AROUND THE FIRE, H. M. Burr

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 THE PLAY OF MAN, Karl Groos  
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 HOW THE OTHER HALF LIVES, Jacob Riis  
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HOW TO LIVE, Fisher and Fisk

SCOUT MASTERS' HANDBOOK

CAMP FIRE MANUAL

BOY SCOUT MANUAL

WOODCRAFT MANUAL

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*The Association Seminar*, Y. M. C. A. College, Springfield, Mass.

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*Pedagogical Seminar*, Clark University, Worcester, Mass.

*Physical Training*, 124 East 28th Street, New York, N. Y.

*The Playground*, 1 Madison Avenue, New York, N. Y.

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NOTE: For books suggesting activities see page 33.

# APPENDIX

## CONSTITUTION AND BY-LAWS

### CONSTITUTION

#### ARTICLE I

##### NAME AND OBJECT

*Section 1.* The name of this organization shall be "The Young Men's Christian Association of ———."

*Section 2.* The object of this Association shall be the improvement of the spiritual, mental, social, and physical condition of young men and boys, emphasizing cooperation with existing constructive agencies.

*Section 3.* In accomplishing this object the Association may establish and provide for the conduct and maintenance of Young Men's Christian Association work in one or more sections of the city, and for particular groups of young men and boys. It may hold or dispose of such property, real or personal, as may be given, devised, or bequeathed to this organization, or entrusted to its care and keeping, and may purchase, acquire, and dispose of such property as may be necessary to carry out the purposes of the Association.

#### ARTICLE II

##### MEMBERSHIP

*Section 1.* The Membership in this Association shall consist of men and boys of good moral character, twelve years of age and over, who have paid the membership fees and met the other requirements which may be prescribed from time to time by the Board of Directors.

*Section 2.* Those members eighteen years of age and over, who are members in good standing of evangelical churches as defined by the International Conventions of the Young Men's Christian Associations of North America, and they only, shall have the right to vote and hold office.



*Section 3.* Any member of the Association may propose the name of an applicant for membership. All applications for membership shall be passed upon in such manner as the Board of Directors may determine.

### ARTICLE III

#### MANAGEMENT

*Section 1.* The Management of this Association shall be vested in a Board of Directors of fifteen men, who are twenty-one years of age or over, and who possess the qualifications for holding office in the Association, as defined in Art. II, Sec. 2, of this Constitution. Not more than one-third of the Directors shall be members of any one religious denomination. The election of Directors shall be by vote of the qualified members annually as provided for in the By-Laws. The officers of the Board of Directors shall be a President, a Vice-President, a Recording Secretary, and a Treasurer, chosen from their own number, as provided for in the By-Laws. These shall also be the officers of the Association.

*Section 2.* The Board of Directors shall have and exercise all the powers necessary to control the work and policy of the Association in all its details. No contract, debt, or obligation shall be binding unless contracted under authority of the Board.

*Section 3.* The Board of Directors shall have power to fill for the unexpired terms all vacancies occurring in their number between annual elections. They shall have authority to make By-Laws for their own government, and for the government of the Association, not inconsistent with this Constitution.

### ARTICLE IV

#### MEETINGS

*Section 1.* There shall be an Annual Meeting of the Association on the ——— of ———, at which time a statistical and financial report of the Association for the preceding year shall be presented by the President and Treasurer.

*Section 2.* The Association shall hold such other regular meetings as may be provided for in its By-Laws.

*Section 3.* Special meetings may be called by the President or by order of the Board of Directors. Or, upon the written request of fifteen voting members of the Association, the President or the Recording Secretary shall call a meeting specifying the object, which shall be incorporated in the notice, and which shall be posted conspicuously in the Association headquarters for at least ten days preceding the meeting. A notice of such meeting shall also be mailed to every voting member at least one week before the meeting. No business shall be transacted at such special meeting except that for which the call is issued.

*Section 4.* Twenty members shall constitute a quorum at any meeting of the members of this Association.

*Section 5.* All meetings of this Association shall be opened with devotional exercises.

*Section 6.* No question of a sectarian or partisan political character shall be acted upon or discussed in any meeting of this Association or of its Directors.

## ARTICLE V

### AMENDMENTS

*Section 1.* This Constitution may be altered or amended by a vote of two-thirds of the members present at any regularly constituted meeting of the Association, provided such alteration or amendment shall have been approved by the Board of Directors and posted conspicuously in the Association headquarters for at least one month previous; except, that this Article and the Article requiring that all voting and office-holding members shall be male members in good standing of evangelical churches, shall never be altered, amended, or repealed.

## BY-LAWS OF THE BOARD OF DIRECTORS

### ARTICLE I

#### ELECTIONS

*Section 1.* The Annual Election of Directors shall be held on the ——— of ———, at which time there shall be chosen by

ballot five (5) Directors who shall hold office for three years, or until their successors shall have been elected and qualified; except, that at the first election after the adoption of these By-Laws there shall be chosen five Directors to serve for three years, five for two years, and five for one year.

*Section 2.* At a regular meeting of the Board of Directors, at least thirty days preceding the annual election, the President shall appoint a Nominating Committee of five, not more than two of whom shall be from any one religious denomination, to nominate members for election to the Board of Directors. This Committee shall consist of three members of the Board of Directors, whose terms of office do not expire at the immediate election, and two members from the voting membership of the Association. At least fifteen days before the election the Nominating Committee shall post conspicuously in the Association headquarters a copy of this section of the By-Laws, together with the names they nominate. Fifteen voting members of the Association may present in writing to the Nominating Committee, not later than ten days before the annual election, the name of any voting member for nomination. Such name shall be posted immediately by the Nominating Committee. No person shall be eligible for election as Director unless his name shall thus have been submitted to, or nominated by, said Nominating Committee.

*Section 3.* The polls shall be open at the Association office on election day from 8.00 A. M. to 8.00 P. M. Each voter shall give his name and be registered. The Nominating Committee shall have charge of the election, count the ballots, and certify the returns to the Board of Directors.

*Section 4.* At the first regular meeting of the Board of Directors after the annual election of the Association, the Board shall elect by ballot from its own number a President, a Vice-President, a Recording Secretary, and a Treasurer. The said officers shall be the officers of the Association and of the Board, and shall hold office for one year, or until their successors are elected and qualify. They shall have power to perform the duties incumbent upon the officers of like name in similar Associations, subject to these By-Laws and such regulations as may be provided.

## ARTICLE II

## MEETINGS

*Section 1.* The regular meetings of the Board of Directors shall be held on the ——— of each month, and one third of the membership of the Board shall constitute a quorum for the transaction of business.

*Section 2.* Special Meetings may be called by the Recording Secretary, at the request of the President, or upon written request of three Directors. The object of such meetings shall be stated in the call and no other business shall be transacted.

*Section 3.* All meetings of the Board shall be opened with devotional exercises and the order of the business shall be as follows:

- (1) Roll Call.
- (2) Reading minutes of previous meeting.
- (3) Report of the Treasurer.
- (4) Report of the Community Secretary.
- (5) Reports of Standing Committees.
- (6) Reports of Special Committees.
- (7) Unfinished business.
- (8) New Business.
- (9) Discussion of Community Problems.

*Section 4.* All reports of officers and committees shall be made in writing, and be filed with the Community Secretary.

## ARTICLE III

## MEMBERS

*Section 1.* Members may be elected at any meeting of the Board of Directors by a vote of two-thirds of the members present, upon recommendation of any sub-committee.

*Section 2.* Qualifications for membership in a Young Men's Christian Association promoting community work: The candidate for membership after a personal interview as to the purpose of the Young Men's Christian Association should be willing to subscribe to the program, and by personal services and influence be willing to extend the Kingdom of God throughout the community.

## ARTICLE IV

## COMMUNITY COUNCIL

*Section 1.* The Community Council shall be composed of all avowedly interested persons in the community, regardless of affiliations or sex and shall include the membership, Board of Directors, and sub-committees; it shall act in an advisory relation to the Board of Directors. The Board, by majority vote of those present, may appoint to annual membership in the Community Council any person who is actively interested in the work of the Association. This Council will meet upon the call of the President of the Board, and the President shall call a meeting of the Council when presented with a written request signed by ten members thereof.

*Section 2.* The Older Boys' Cabinet shall be composed of Christian boys interested in the welfare of the boys of the community, and shall be appointed annually by the Board. It shall be related to the Board of Directors through an adult adviser, and shall be directly responsible to the Community Secretary, meeting at his call. The purpose of such a council shall be advisory and administrative in carrying out plans directly touching the boy life of the community. Such organizations and sub-committees may be formed as, in the judgment of the Board and the Community Secretary, are essential to the accomplishment of this purpose.

## ARTICLE V

## DUTIES OF OFFICERS

*Section 1.* The President shall preside at all business meetings of the Association and of the Board of Directors; he shall make to the annual meeting of the Association a full report of the year's work; he shall appoint all standing committees of the Board and of the Association and shall designate the chairmen thereof, subject to the approval of the Board of Directors; he shall sign all legal papers of the Association authorized by the Board of Directors.

*Section 2.* The Vice-President, during the absence or disability of the President, shall have the power and perform all the duties of the President.



*Section 3.* The Treasurer shall receive all moneys of the Association and shall disburse them under the order of the Board of Directors and after proper approval; he shall keep a full account of all moneys received and paid out and report same to the Board of Directors at their monthly meetings, and to the Association at the annual meetings, and at other times when required. He shall keep all funds of the Association and promptly deposit them in such depositories as shall be designated by the Board of Directors.

*Section 4.* The Recording Secretary shall keep a record of the minutes of all the business meetings of the Association and of the Board of Directors, and shall attest same with his signature; he shall notify all officers of their election and all committees of their appointment; he shall notify all officers and directors of all business meetings of the Association and of the Board of Directors; he shall be the custodian of the seal of the Association, and of the record of the minutes of all business meetings, which shall be kept in the Association office.

*Section 5.* The Community Secretary shall be employed by the Board of Directors; he shall be the executive officer of the Board and of the Association; he shall have general supervision of the work of all employes; shall sign all orders on the Treasurer for the disbursement of funds, subject to the approval of the Finance Committee; shall attend all meetings of the Board of Directors, and shall make monthly reports to the Board of Directors.

*Section 6.* All other employed officers and employes shall be engaged by the Board of Directors upon recommendation of the Community Secretary. Their duties shall be designated by the Community Secretary, subject to the approval of the Board of Directors.

## ARTICLE VI

### COMMITTEES

*Section 1.* The Executive Committee, consisting of four officers of the Association and the Chairman of the Finance Committee, shall act for the Board of Directors in the interim between Board meetings, but shall not have power to reconsider or reverse any action or policy of the Board. The Chairman or any

two members may call meetings at any time and three members shall constitute a quorum. It shall report all its actions to the regular meetings of the Board of Directors, which, when approved, shall become the action of the Board.

*Section 2.* There shall be the following standing committees, of such number as the Board of Directors shall direct. They shall be appointed annually by the President and approved by the Board of Directors.

Members of the Community Council shall be eligible for appointment to such committees, provided the chairman in each case shall be a member of the Board of Directors, except the Executive and Finance Committees, which shall be composed entirely of members of the Board of Directors.

1. Executive Committee.
2. Finance.
3. Cooperation with the Home.
4. Cooperation with the Church.
5. Older Boys' Cabinet.
6. Cooperation with the School.
7. Cooperation with the Municipality.
8. Cooperation with Industries.
9. Education and Promotion.
10. Community Council.

Additional committees may be appointed from time to time as needed. The President and Community Secretary of the Association shall be members *ex officio* of all committees and shall be invited to all committee meetings.

*Section 3.* Each standing committee shall keep minutes of its meetings and file the same in the Association office. It shall submit to the Board of Directors a monthly report of work done. It shall not enter into any contract or incur any indebtedness or financial obligation of any kind except under authority of the Board of Directors. It shall have power to appoint such subcommittees for carrying on the work under its direction as it may deem necessary.

Subject to the approval of the Board of Directors, each subcommittee shall have power to pass such rules as may be necessary for the conduct of the work entrusted to it.

*Section 4.* The Business and Finance Committee shall consist of five members chosen from the Board of Directors at the beginning of each fiscal year. It shall devise means for obtaining the necessary funds for current expenses and plan for the securing of these funds with the cooperation of the Board of Directors. At the monthly meeting of the Board of Directors preceding the close of the fiscal year in April the Finance Committee shall present in writing an itemized estimate of the Association's income and expenses for the ensuing year, and upon revision or approval by the Board of Directors, this estimate shall become the authorized budget for the ensuing fiscal year; no obligation beyond the amount thus appropriated shall be incurred by any committee or agent of the Association unless authorized by the Board of Directors. The Chairman of the Finance Committee shall approve all orders on the Treasurer for the disbursement of funds; orders which are not approved shall be submitted to the Finance Committee for final action; it shall designate which order shall be given precedence for payment by the Treasurer; it shall require all officers and employes handling funds of the Association to furnish surety bonds, at the expense of the Association, and shall approve such bonds and fix the amount thereof; it shall present at each monthly meeting of the Board of Directors a statement brought down to the last business day of the preceding calendar month, showing the total liabilities and assets, the proportion of the receipts and disbursements for each department as compared with the budget, and the amount yet to be received and expended by each department.

*Section 5.* The Business and Finance Committee shall see that all accounts are audited annually and publicity given to the same.

## ARTICLE VII

### ORGANIZATIONS

*Section 1.* No organization shall be effected within or in connection with this Association except with the approval of the Board of Directors, and all such organizations shall be under control of the Board of Directors, and their Constitution, By-Laws, and Rules shall be approved by the Board of Directors. The Board of Directors shall have power to overrule any action,

and at any time, to reorganize or disband any such organization.

*Section 2.* The President and Community Secretary shall be *ex officio* members of any and all such organizations.

## ARTICLE VIII

### DISCIPLINE

*Section 1.* In case of misconduct or neglect of duty in office, a two-thirds majority of the Board of Directors may declare the office of such offender vacant.

*Section 2.* Full authority is given the Board of Directors to deal with all cases of disorder, insubordination, or immorality, on the part of any member or person visiting the rooms or taking part in any meeting of the Association, provided the accused shall have had reasonable notice and opportunity for making defense.

## ARTICLE IX

### AMENDMENTS

*Section 1.* These By-Laws may be amended at any regular meeting of the Board of Directors by a two-thirds vote of all members present, provided notice of such amendment shall have been given in writing at a previous regular meeting.







